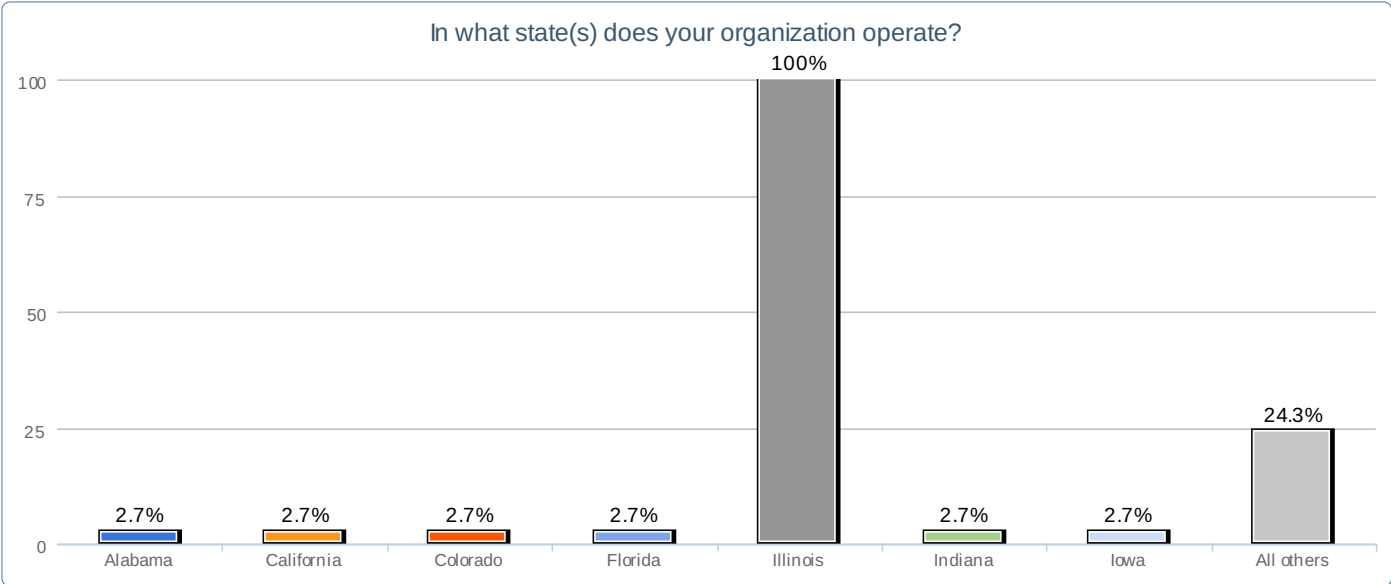# Summary RCA Report IL- February 2012

Survey: SAAS Mental Health and Substance Use Disorder Treatment Provider's Readiness and Capabilities Assessment (RCA)

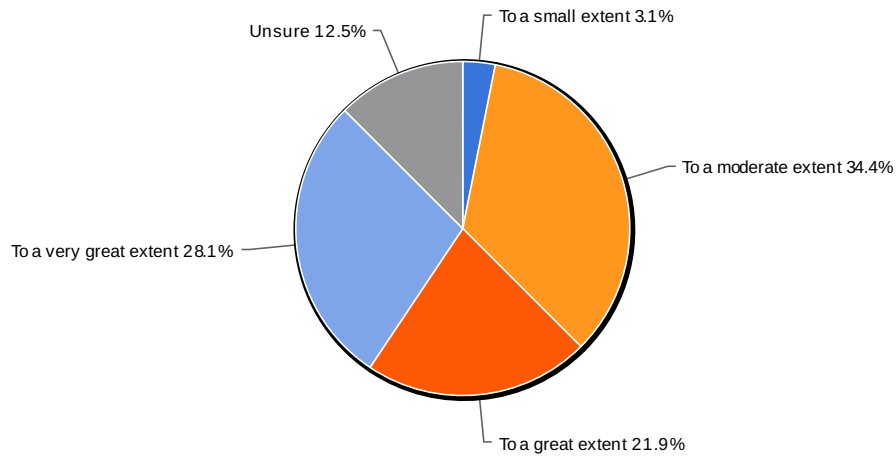Developed and conducted for SAAS by AHP Healthcare Solutions

In what state(s) does your organization operate?

1. In what state(s) does your organization operate?

Value	Count	Percent %
Alabama	1	2.7%
California	1	2.7%
Colorado	1	2.7%
Florida	1	2.7%
Illinois	37	100%
Indiana	1	2.7%
Iowa	1	2.7%
Louisiana	1	2.7%
Massachusetts	1	2.7%
New Jersey	1	2.7%
New Mexico	1	2.7%
Ohio	1	2.7%
Pennsylvania	1	2.7%
South Carolina	1	2.7%
Texas	1	2.7%
Virginia	1	2.7%
Alaska	0	0%
American Samoa	0	0%
Arizona	0	0%
Arkansas	0	0%
Connecticut	0	0%
Delaware	0	0%
District of Columbia	0	0%

Statistics	
Total Responses	37

Federated States of Micronesia	0	0%
Georgia	0	0%
Guam	0	0%
Hawaii	0	0%
Idaho	0	0%
Kansas	0	0%
Kentucky	0	0%
Maine	0	0%
Marshall Islands	0	0%
Maryland	0	0%
Michigan	0	0%
Minnesota	0	0%
Mississippi	0	0%
Missouri	0	0%
Montana	0	0%
Nebraska	0	0%
Nevada	0	0%
New Hampshire	0	0%
New York	0	0%
North Carolina	0	0%
North Dakota	0	0%
Northern Mariana Islands	0	0%
Oklahoma	0	0%
Oregon	0	0%
Palau	0	0%
Puerto Rico	0	0%
Rhode Island	0	0%
South Dakota	0	0%
Tennessee	0	0%
Utah	0	0%
Vermont	0	0%
Virgin Islands	0	0%
Washington	0	0%
West Virginia	0	0%
Wisconsin	0	0%
Wyoming	0	0%

The Board/ownership and senior staff are regularly informed about managed care and local/national trends in health care.

- Unsure 12.5%
- To a small extent 3.1%
- To a moderate extent 34.4%
- To a very great extent 28.1%
- To a great extent 21.9%

2. The Board/ownership and senior staff are regularly informed about managed care and local/national trends in health care.

Value	Count	Percent %
To a small extent	1	3.1%
To a moderate extent	11	34.4%
To a great extent	7	21.9%
To a very great extent	9	28.1%
Unsure	4	12.5%
Not at all	0	0%

Statistics	
Total Responses	32
Sum	76.0
Average	2.4
StdDev	1.54
Max	4.0

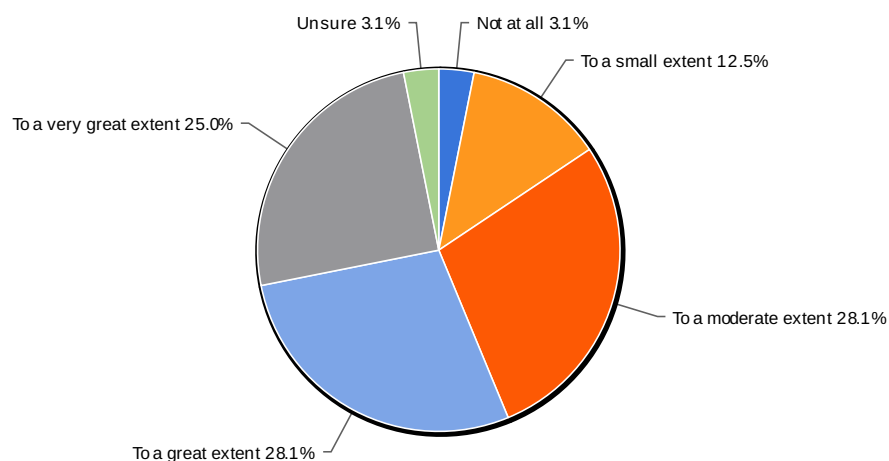**How is this information disseminated to senior staff?**

- Staff meetings 96.4%
- Via email 78.6%
- Newsletters and/or List Serves 39.3%
- Intranet 10.7%
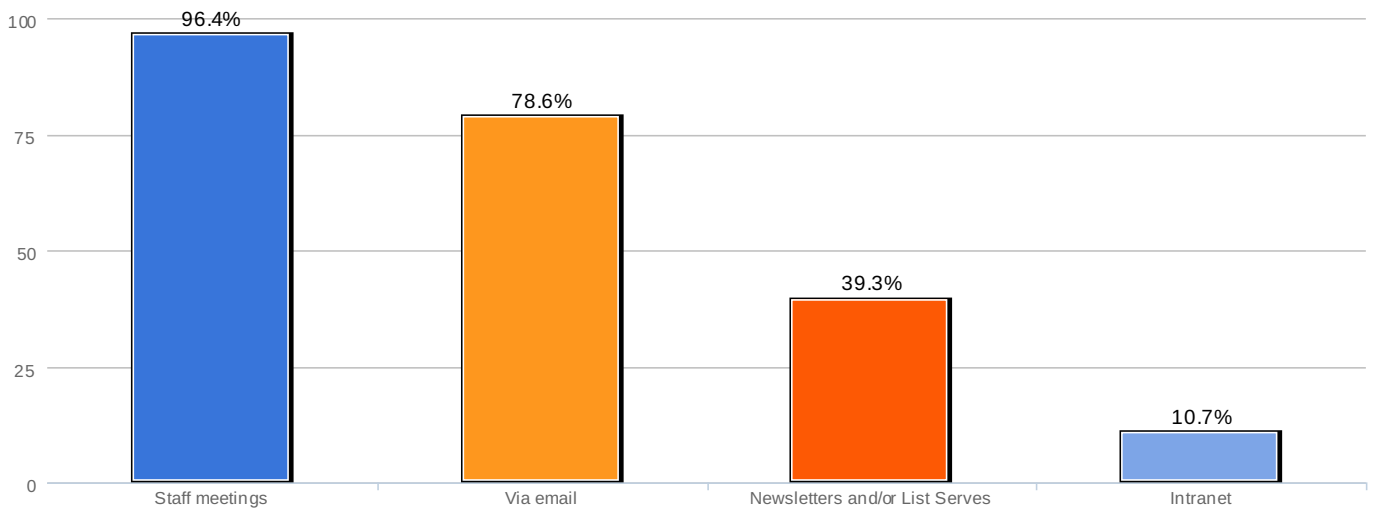
4. How is this information disseminated to senior staff?

Value	Count	Percent %
Staff meetings	27	96.4%
Via email	22	78.6%
Newsletters and/or List Serves	11	39.3%
Intranet	3	10.7%
Unsure	0	0%
Other (please specify)	0	0%
Social Media (facebook, twitter etc.)	0	0%

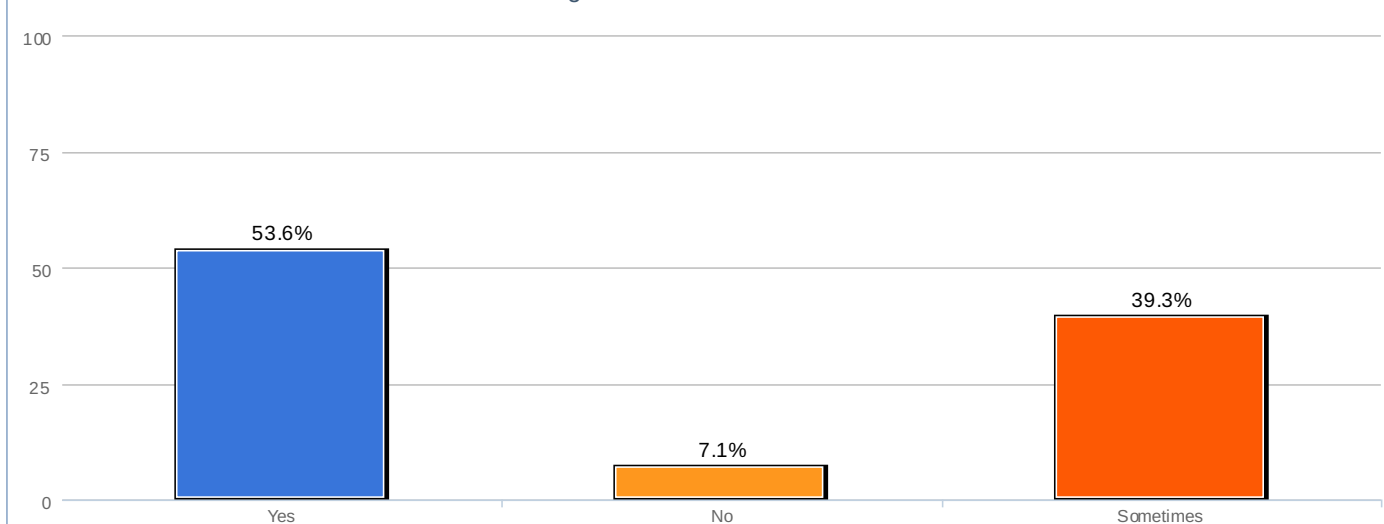| Statistics	
Total Responses	28

The organization operates based on a regularly updated strategic plan

Unsure 3.1% — Not at all 3.1%
To a small extent 12.5%
To a very great extent 25.0%
To a moderate extent 28.1%
To a great extent 28.1%

5. The organization operates based on a regularly updated strategic plan

Value	Count	Percent %
Not at all	1	3.1%
To a small extent	4	12.5%
To a moderate extent	9	28.1%
To a great extent	9	28.1%
To a very great extent	8	25%
Unsure	1	3.1%

Statistics	
Total Responses	32
Sum	80.0
Average	2.5
StdDev	1.25
Max	4.0

Is this a "living document" that is referred to often?

53.6% Yes
7.1% No
39.3% Sometimes

7. Is this a "living document" that is referred to often?

Value	Count	Percent %
Yes	15	53.6%
No	2	7.1%
Sometimes	11	39.3%
It is too long for practical use	0	0%
Unsure	0	0%

Statistics	
Total Responses	28

8. Management Matrix 1

	Not at all	To a small extent	To a moderate extent	To a great extent	To a very great extent	Unsure	Responses
The organization has up-to-date policies and procedures manuals, job descriptions, and an organization chart	0.0% 0	0.0% 0	12.9% 4	25.8% 8	58.1% 18	3.2% 1	31
The organization has a succession plan for key leaders	3.2% 1	16.1% 5	41.9% 13	22.6% 7	12.9% 4	3.2% 1	31
Governance and management structures are in place to support accountability	0.0% 0	3.2% 1	12.9% 4	41.9% 13	38.7% 12	3.2% 1	31
Compensation programs are aligned internally with goals for performance	12.9% 4	16.1% 5	35.5% 11	19.4% 6	9.7% 3	6.5% 2	31
The organization has system-wide measures of quality and efficiency in place and the measures reflect the implementation and adoption of evidence-based-practices	0.0% 0	6.5% 2	25.8% 8	41.9% 13	22.6% 7	3.2% 1	31
Performance against the organization's outcome measures is tracked and reported regularly to leaders and staff.	0.0% 0	9.7% 3	22.6% 7	32.3% 10	32.3% 10	3.2% 1	31
The organization is familiar with and adept at project management principles and practices	0.0% 0	3.2% 1	25.8% 8	35.5% 11	32.3% 10	3.2% 1	31

The organization has experience developing and participating in formal networks with other providers, (e.g. a contract, Memorandum of Understanding or Letter of Agreement has been executed).
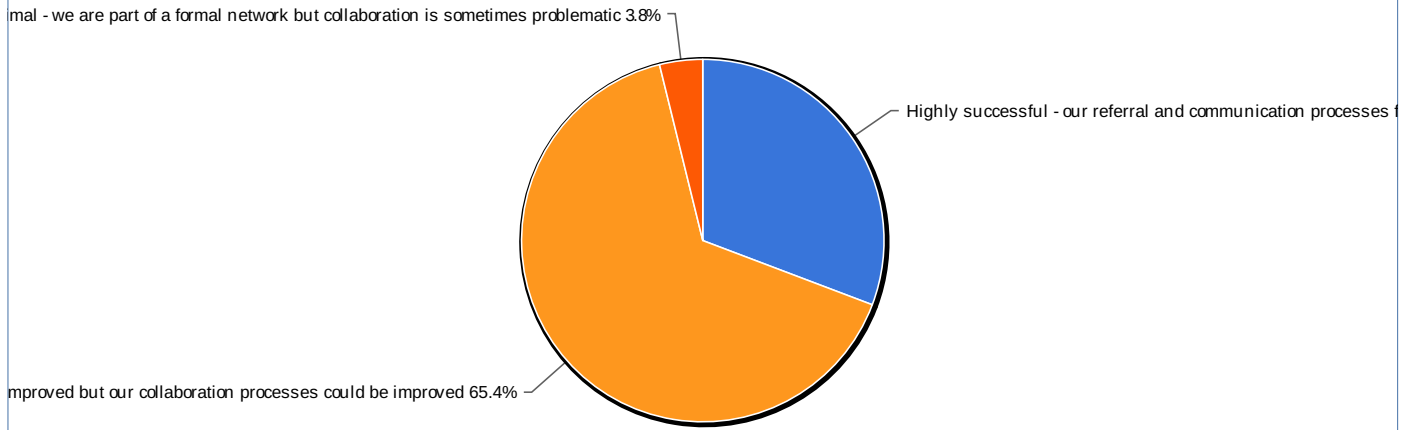

Unsure 3.2%
Not at all 3.2%
To a small extent 9.7%
To a moderate extent 3.2%
To a very great extent 41.9%
To a great extent 38.7%
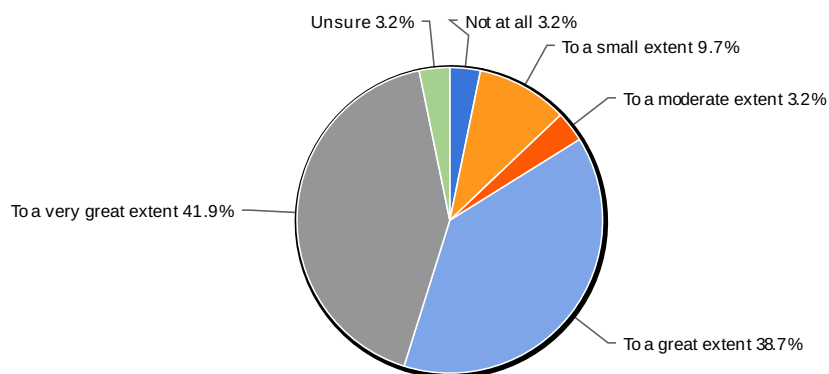
9. The organization has experience developing and participating in formal networks with other providers, (e.g. a contract, Memorandum of Understanding or Letter of Agreement has been executed).

Value	Count	Percent %
Not at all	1	3.2%
To a small extent	3	9.7%
To a moderate extent	1	3.2%
To a great extent	12	38.7%
To a very great extent	13	41.9%
Unsure	1	3.2%

Statistics	
Total Responses	31
Sum	92.0
Average	3.0
StdDev	1.28
Max	4.0

Please rate the success of these formal networks

mal - we are part of a formal network but collaboration is sometimes problematic 3.8%

Highly successful - our referral and communication processes f

mproved but our collaboration processes could be improved 65.4%

10. Please rate the success of these formal networks

Value	Count	Percent %
Highly successful - our referral and communication processes function well	8	30.8%
Somewhat successful - quality of care is improved but our collaboration processes could be improved	17	65.4%
Less than optimal - we are part of a formal network but collaboration is sometimes problematic	1	3.8%
Unsuccessful - we are technically part of a formal network but it does not function to the benefit of the patient or organization	0	0%
Other	0	0%

Statistics	
Total Responses	26

Because we are attempting to determine Technical Assistance needs across the field, is this an area in which your organization needs Technical Assistance?
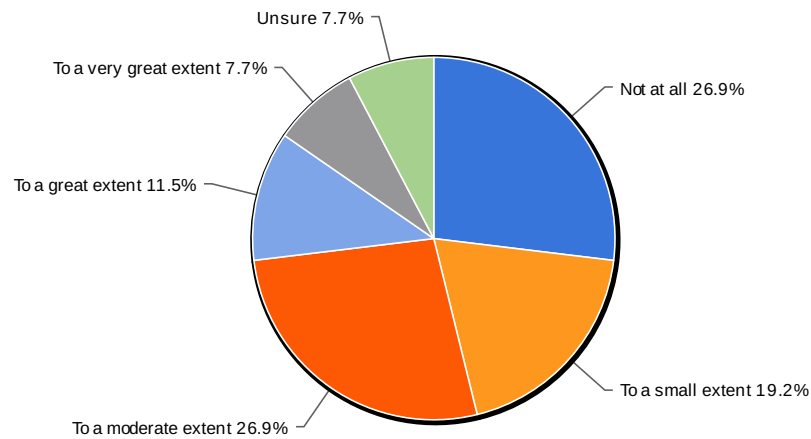
Maybe 43.3%

Yes 40.0%

No 16.7%
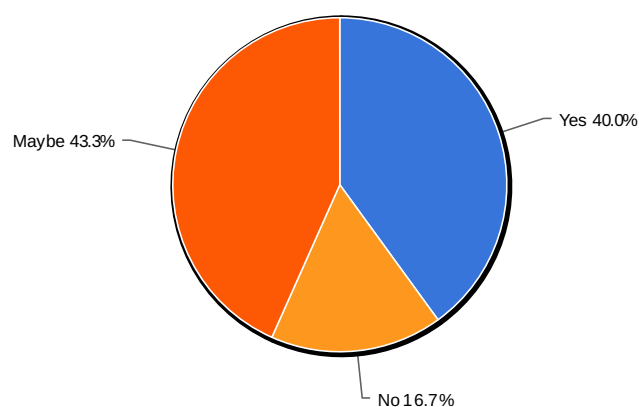
14. Because we are attempting to determine Technical Assistance needs across the field, is this an area in which your organization needs Technical Assistance?

Value	Count	Percent %
Yes	12	40%
No	5	16.7%
Maybe	13	43.3%

Statistics	
Total Responses	30

The organization has a marketing plan

- Unsure 7.7%
- To a very great extent 7.7%
- To a great extent 11.5%
- Not at all 26.9%
- To a small extent 19.2%
- To a moderate extent 26.9%

15. The organization has a marketing plan

Value	Count	Percent %
Not at all	7	26.9%
To a small extent	5	19.2%
To a moderate extent	7	26.9%
To a great extent	3	11.5%
To a very great extent	2	7.7%
Unsure	2	7.7%

Statistics	
Total Responses	26
Sum	34.0
Average	1.3
StdDev	1.38
Max	4.0

Our marketing plan:

- Targets consumers 58.8%
- Targets referral sources 88.2%
- Targets payers 76.5%
- Has tasks and activities on a timeline 52.9%
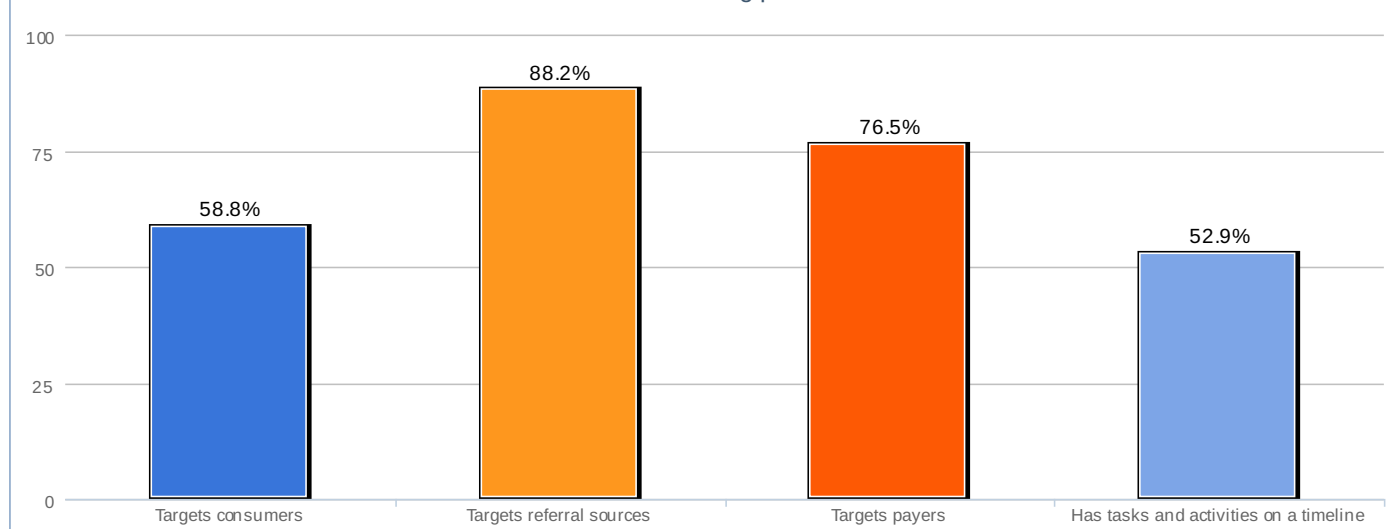
16. Our marketing plan:

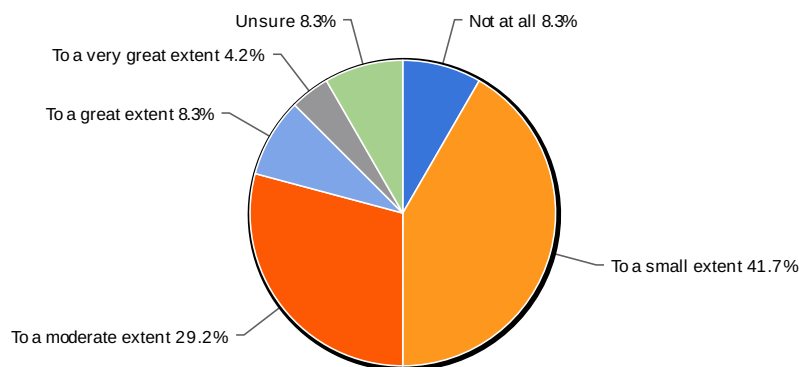| Value	Count	Percent %
Targets consumers	10	58.8%
Targets referral sources	15	88.2%
Targets payers	13	76.5%
Has tasks and activities on a timeline	9	52.9%

Statistics	
Total Responses	17

The organization can identify emerging markets and rapidly develop new services for them.

- Unsure 3.8%
- Not at all 7.7%
- To a great extent 19.2%
- To a small extent 38.5%
- To a moderate extent 30.8%
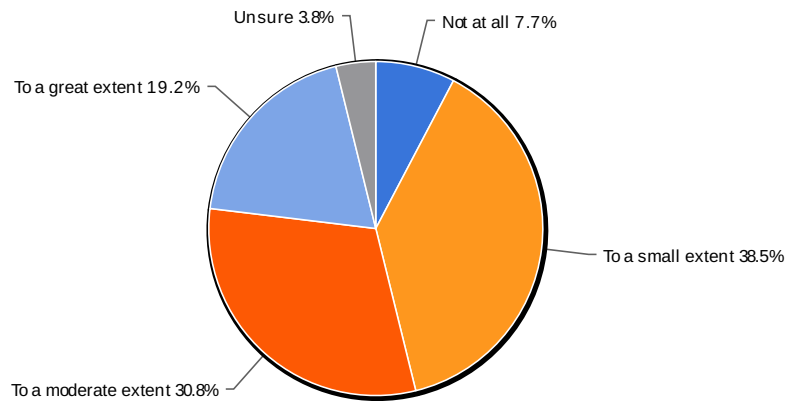
17. The organization can identify emerging markets and rapidly develop new services for them.

Value	Count	Percent %
Not at all	2	7.7%
To a small extent	10	38.5%
To a moderate extent	8	30.8%
To a great extent	5	19.2%
Unsure	1	3.8%
To a very great extent	0	0%

Statistics	
Total Responses	26
Sum	40.0
Average	1.5
StdDev	1.01
Max	3.0

The organization conducts periodic competitive intelligence(gathering information about products, customers and competitors for use in making strategic decisions).
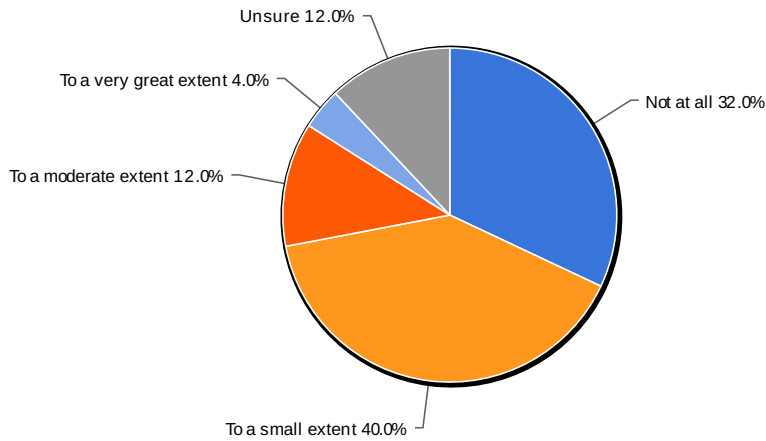
- Unsure 8.3%
- Not at all 8.3%
- To a very great extent 4.2%
- To a great extent 8.3%
- To a small extent 41.7%
- To a moderate extent 29.2%

19. The organization conducts periodic competitive intelligence(gathering information about products, customers and competitors for use in making strategic decisions).

Value	Count	Percent %
Not at all	2	8.3%
To a small extent	10	41.7%
To a moderate extent	7	29.2%
To a great extent	2	8.3%
To a very great extent	1	4.2%
Unsure	2	8.3%

Statistics	
Total Responses	24
Sum	32.0
Average	1.3
StdDev	1.14
Max	4.0

The organization conducts market research and relies on accurate market data before making significant marketing plans.

- Unsure 12.0%
- To a very great extent 4.0%
- To a moderate extent 12.0%
- Not at all 32.0%
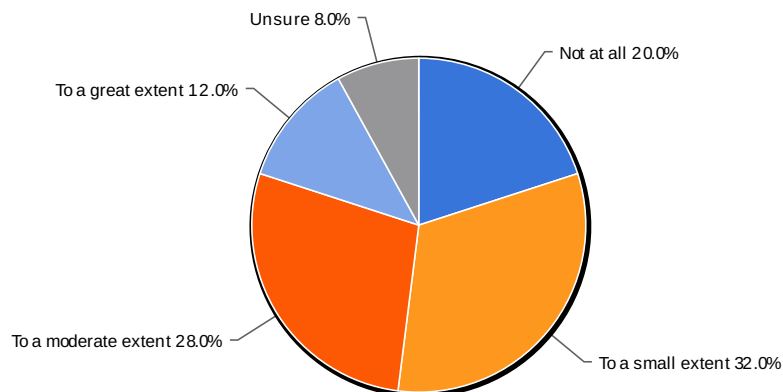- To a small extent 40.0%

20. The organization conducts market research and relies on accurate market data before making significant marketing plans.

Value	Count	Percent %
Not at all	8	32%
To a small extent	10	40%
To a moderate extent	3	12%
To a very great extent	1	4%
Unsure	3	12%
To a great extent	0	0%

| Statistics	
Total Responses	25
Sum	17.0
Average	0.7
StdDev	1.09
Max	4.0

The organization has a well-defined service and product development process and conducts sufficient research prior to launching new services

- Unsure 8.0%
- To a great extent 12.0%
- To a moderate extent 28.0%
- Not at all 20.0%
- To a small extent 32.0%

22. The organization has a well-defined service and product development process and conducts sufficient research prior to launching new services

Value	Count	Percent %
Not at all	5	20%
To a small extent	8	32%
To a moderate extent	7	28%
To a great extent	3	12%
Unsure	2	8%
To a very great extent	0	0%

Statistics	
Total Responses	25
Sum	29.0
Average	1.2
StdDev	1.12
Max	3.0

The organization's payer mix currently includes:
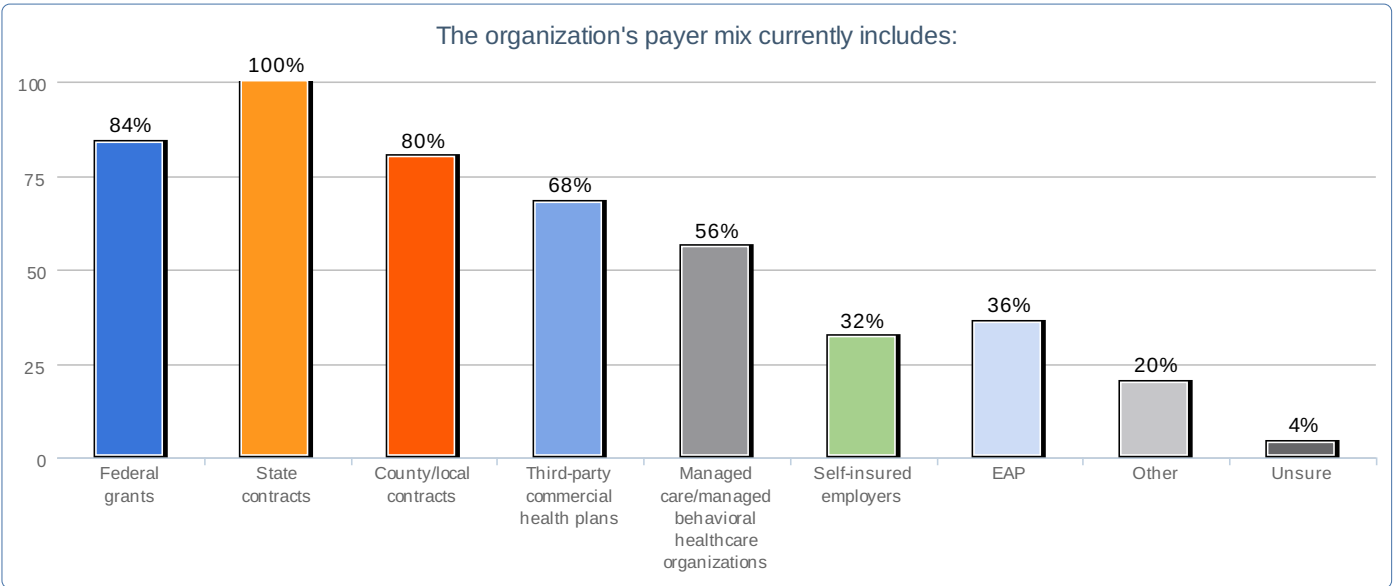
24. The organization's payer mix currently includes:

Value	Count	Percent %
Federal grants	21	84%
State contracts	25	100%
County/local contracts	20	80%
Third-party commercial health plans	17	68%
Managed care/managed behavioral healthcare organizations	14	56%
Self-insured employers	8	32%
EAP	9	36%
Other	5	20%
Unsure	1	4%

Statistics	
Total Responses	25

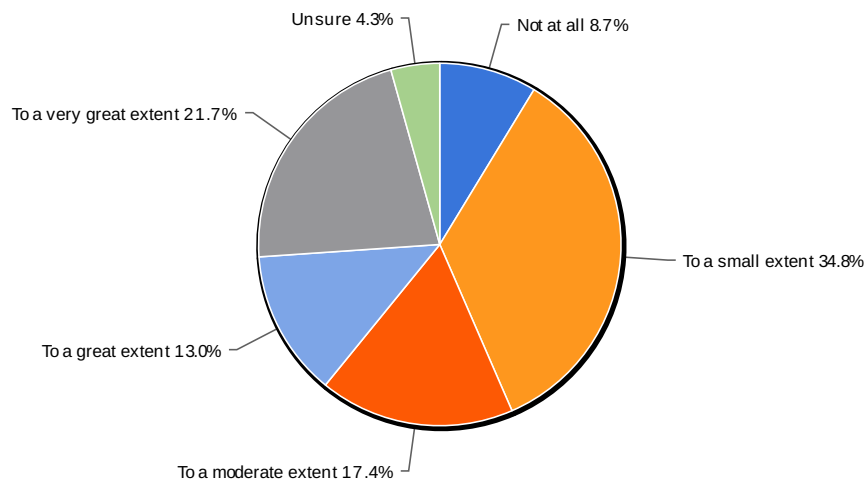| Open-Text Response Breakdown for "Other"	Count
Federal Contracts	1
Fee for service	1
Foundations, donations	1
Medicaid	1
local grants and donors	1

Because we are attempting to determine Technical Assistance needs across the field, is this an area in which your organization would need TA?

Maybe 28.0%

No 8.0%

Yes 64.0%

26. Because we are attempting to determine Technical Assistance needs across the field, is this an area in which your organization would need TA?

Value	Count	Percent %
Yes	16	64%
No	2	8%
Maybe	7	28%

Statistics	
Total Responses	25

The organization has a strategic plan and budget for its technology needs

Unsure 4.3%

Not at all 8.7%

To a very great extent 21.7%

To a small extent 34.8%

To a great extent 13.0%

To a moderate extent 17.4%
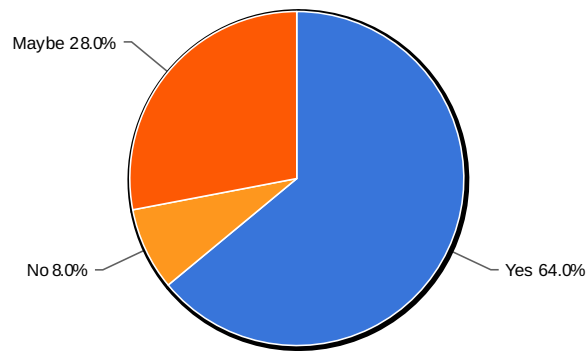
27. The organization has a strategic plan and budget for its technology needs

Value	Count	Percent %
Not at all	2	8.7%
To a small extent	8	34.8%
To a moderate extent	4	17.4%
To a great extent	3	13%
To a very great extent	5	21.7%
Unsure	1	4.3%

Statistics	
Total Responses	23
Sum	44.0
Average	1.9
StdDev	1.44
Max	4.0

The organization has adequate IT staff and expertise to meet its needs

Unsure 4.3%

To a very great extent 13.0%

To a great extent 17.4%

Not at all 21.7%

To a small extent 21.7%

To a moderate extent 21.7%
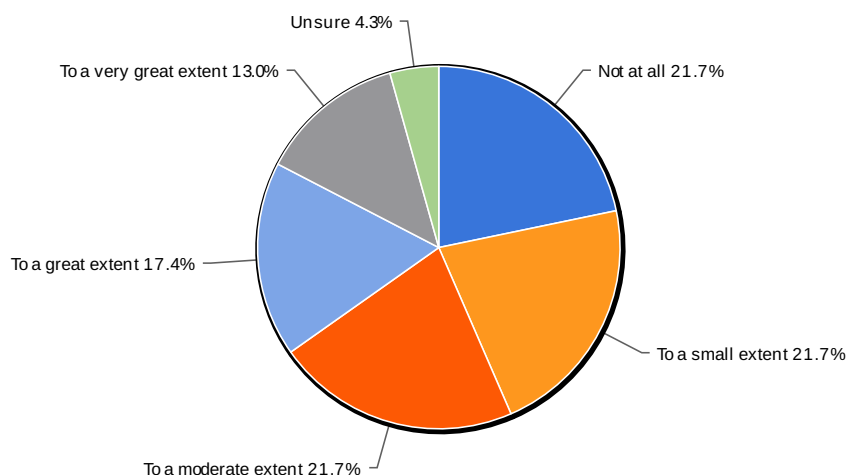
28. The organization has adequate IT staff and expertise to meet its needs

Value	Count	Percent %
Not at all	5	21.7%
To a small extent	5	21.7%
To a moderate extent	5	21.7%
To a great extent	4	17.4%
To a very great extent	3	13%
Unsure	1	4.3%

Statistics	
Total Responses	23
Sum	38.0
Average	1.7
StdDev	1.43
Max	4.0

Please tell us about your organization's Electronic Health Record (EHR) Status

We don't plan on adopting an EHR 13.0%

plan on making a final decision in 6 months or more 17.4%

We are using or implementing an EHR and plan to stay with ou

We plan on making a final EHR decision within the next 6 months 39.1%
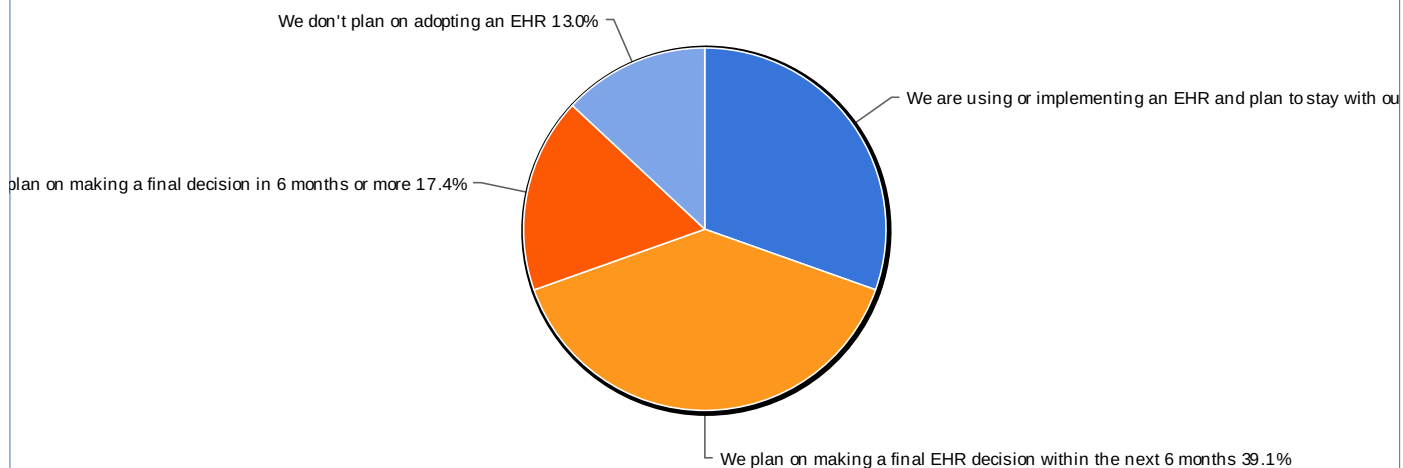
29. Please tell us about your organization's Electronic Health Record (EHR) Status

Value	Count	Percent %
We are using or implementing an EHR and plan to stay with our current solution	7	30.4%
We plan on making a final EHR decision within the next 6 months	9	39.1%
We plan on making a final decision in 6 months or more	4	17.4%
We don't plan on adopting an EHR	3	13%

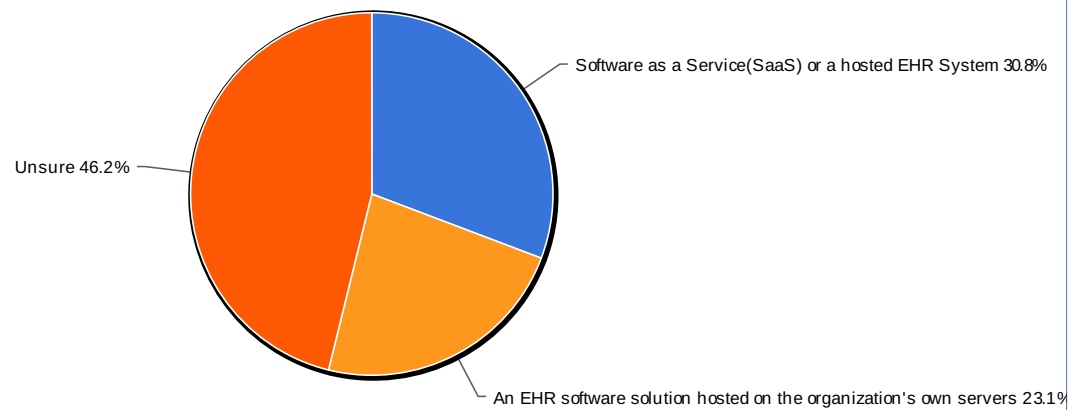| Statistics	
Total Responses	23
Sum	63.0
Average	2.7
StdDev	1.26
Max	4.0

What type of EHR system is the organization currently using?

Unsure 14.3%

Software as a Service(SaaS) or a hosted EHR System 14.3%

The organization hosts EHR software solution on its own servers 71.4%
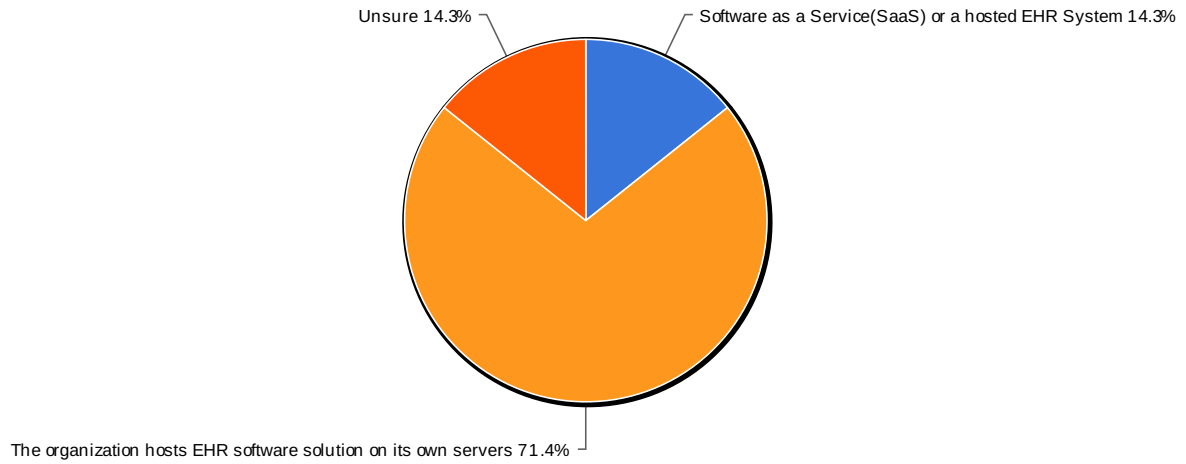
30. What type of EHR system is the organization currently using?

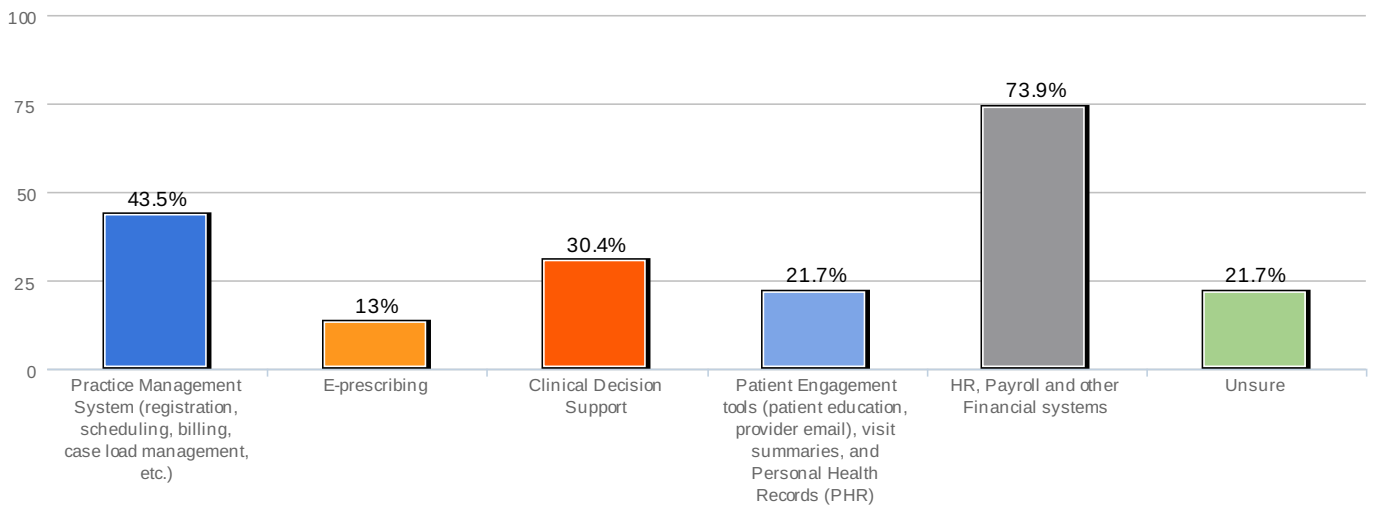| Value	Count	Percent %
Software as a Service(SaaS) or a hosted EHR System	1	14.3%
The organization hosts EHR software solution on its own servers	5	71.4%
Unsure	1	14.3%

Statistics	
Total Responses	7

What type of EHR system is the organization planning to adopt?

Unsure 46.2%

Software as a Service(SaaS) or a hosted EHR System 30.8%

An EHR software solution hosted on the organization's own servers 23.1%

31. What type of EHR system is the organization planning to adopt?

Value	Count	Percent %
Software as a Service(SaaS) or a hosted EHR System	4	30.8%
An EHR software solution hosted on the organization's own servers	3	23.1%
Unsure	6	46.2%

Statistics	
Total Responses	13

What other technology and systems does the organization have in place presently?

32. What other technology and systems does the organization have in place presently?

Value	Count	Percent %
Practice Management System (registration, scheduling, billing, case load management, etc.)	10	43.5%
E-prescribing	3	13%
Clinical Decision Support	7	30.4%
Patient Engagement tools (patient education, provider email), visit summaries, and Personal Health Records (PHR)	5	21.7%
HR, Payroll and other Financial systems	17	73.9%
Unsure	5	21.7%
Registries	0	0%

Statistics	
Total Responses	23

If you are planning to make an EHR purchase decision, how important will it be for your agency to collaborate throughout the implementation process with similar agencies that have selected the same vendor?

- Unsure 7.7%
- Not at all 7.7%
- To a great extent 30.8%
- To a moderate extent 53.8%
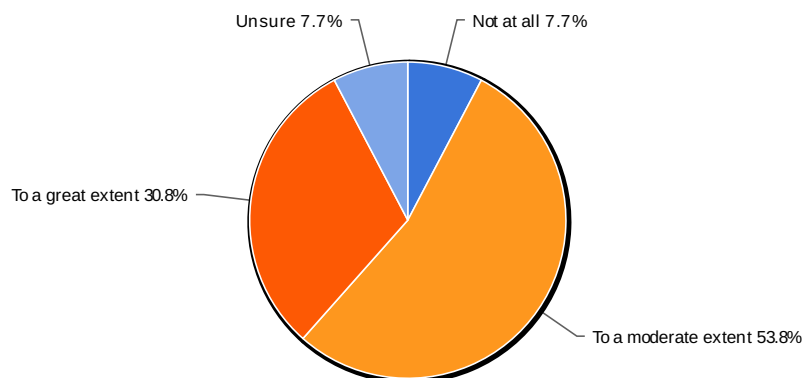
33. If you are planning to make an EHR purchase decision, how important will it be for your agency to collaborate throughout the implementation process with similar agencies that have selected the same vendor?

Value	Count	Percent %
Not at all	1	7.7%
To a moderate extent	7	53.8%
To a great extent	4	30.8%
Unsure	1	7.7%

Statistics	
Total Responses	13
Sum	25.0
Average	1.9
StdDev	1.14

To a small extent	0	0%	Max	3.0
To a very great extent	0	0%		

To what extent will a strong EHR user community operating on a single platform
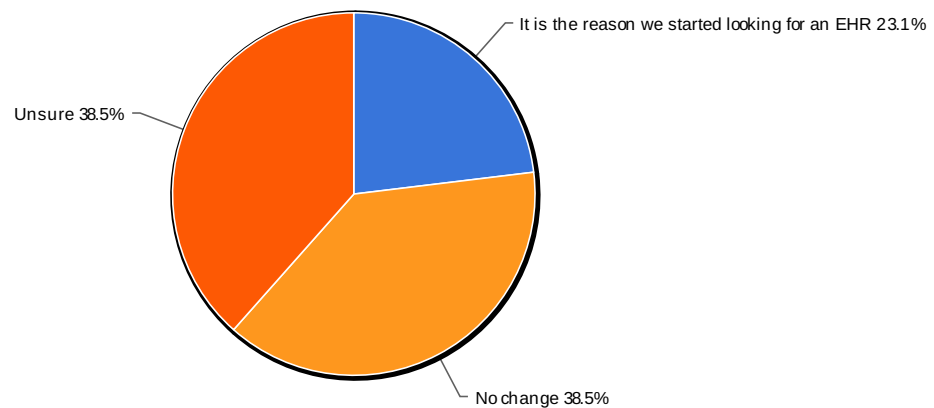be important to your agency's success?

34. To what extent will a strong EHR user community operating on a single platform be important to your agency's success?

Value	Count	Percent %	Statistics	
To a moderate extent	10	43.5%	Total Responses	23
To a great extent	4	17.4%	Sum	48.0
To a very great extent	5	21.7%	Average	2.1
Unsure	4	17.4%	StdDev	1.61
Not at all	0	0%	Max	4.0
To a small extent	0	0%		

How has the Meaningful Use Program changed your plans for implementing an EHR?

35. How has the Meaningful Use Program changed your plans for implementing an EHR?

Value	Count	Percent %	Statistics	
It is the reason we started looking for an EHR	3	23.1%	Total Responses	13
No change	5	38.5%		
Unsure	5	38.5%		

The incentives have encouraged us to speed up our planned purchase	0	0%

Do you have eligible Professionals for the Meaningful use incentives?

Yes 17.4%

No 17.4%

Unsure 65.2%
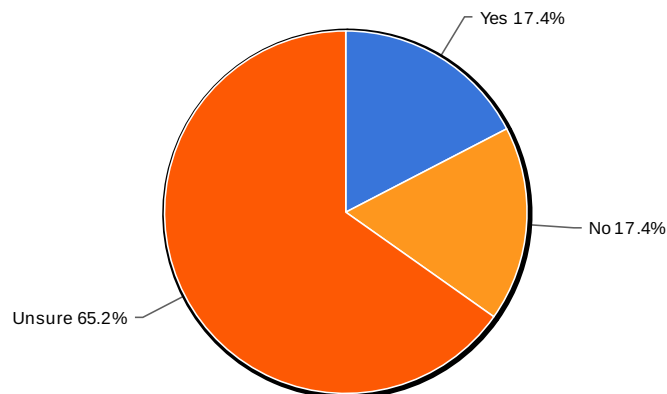
36. Do you have eligible Professionals for the Meaningful use incentives?

Value	Count	Percent %
Yes	4	17.4%
No	4	17.4%
Unsure	15	65.2%

Statistics	
Total Responses	23
Sum	20.0
Average	2.5
StdDev	2.50
Max	5.0

When do you plan to apply for the Meaningful Use Program

2011 8.7%

2012 17.4%

Never 30.4%
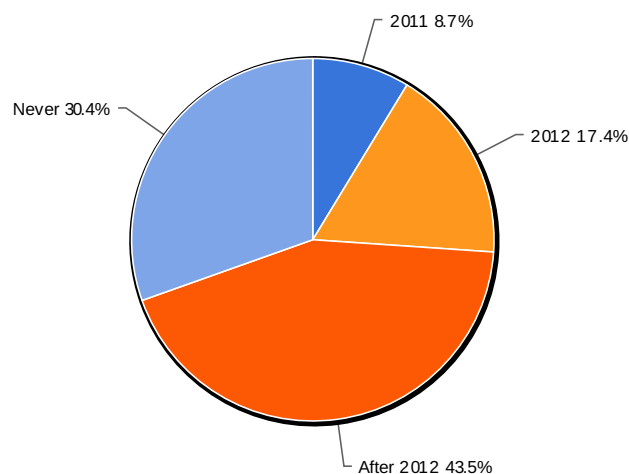
After 2012 43.5%

37. When do you plan to apply for the Meaningful Use Program

Value	Count	Percent %
2011	2	8.7%
2012	4	17.4%
After 2012	10	43.5%
Never	7	30.4%

Statistics	
Total Responses	23
Sum	12,070.0
Average	2,011.7
StdDev	0.47
Max	2,012.0

Will you be pursuing the Medicaid or Medicare Eligible Processional Incentive?

100

75

50

56.5%

43.5%

25

13%

0

Medicare   Medicaid   Unsure
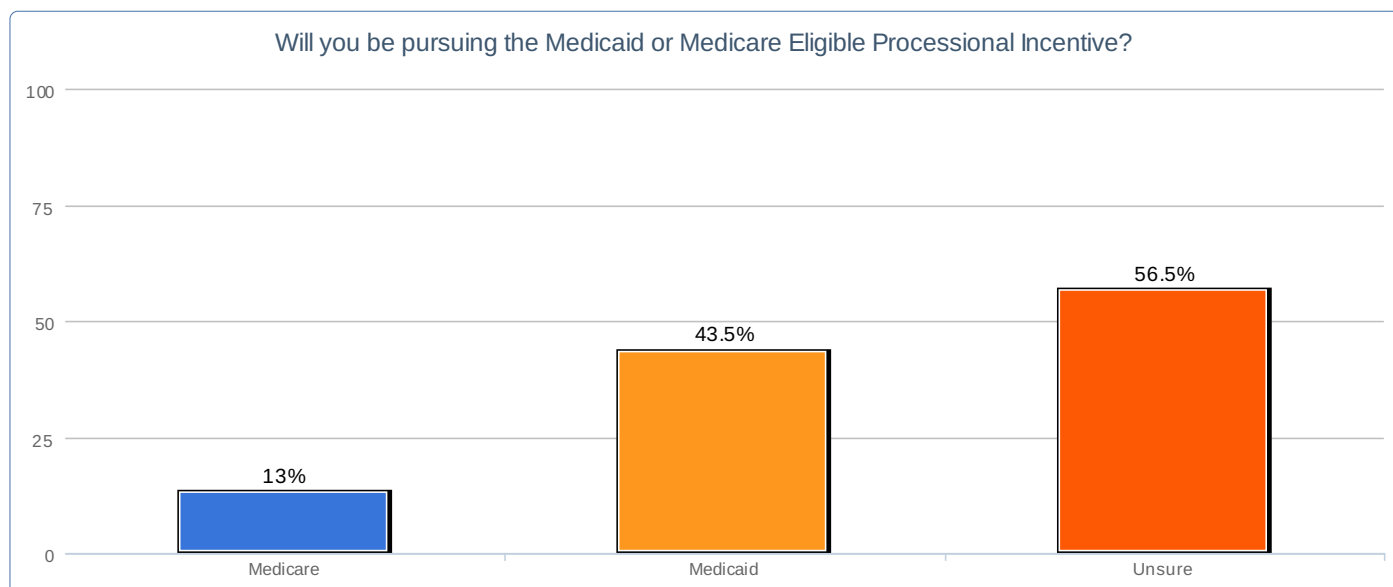
38. Will you be pursuing the Medicaid or Medicare Eligible Processional Incentive?

Value	Count	Percent %
Medicare	3	13%
Medicaid	10	43.5%
Unsure	13	56.5%
Neither	0	0%

Statistics	
Total Responses	23

39. Please tell us about your organization's current IT configuration including its capacities and the data it collects.

	Not at all	To a small extent	To a moderate extent	To a great extent	To a very great extent	Unsure	Responses
The organization's systems actively collect and manage outcomes data	0.0% 0	0.0% 0	42.9% 3	42.9% 3	14.3% 1	0.0% 0	7
The organization's systems collect and manage patient satisfaction data	0.0% 0	28.6% 2	14.3% 1	42.9% 3	14.3% 1	0.0% 0	7
The organization's systems can provide clinical reminders and alerts	0.0% 0	28.6% 2	0.0% 0	28.6% 2	42.9% 3	0.0% 0	7
The organization's systems provide predictive analytic functions that help identify high-risk patients	14.3% 1	14.3% 1	28.6% 2	14.3% 1	28.6% 2	0.0% 0	7
The organization is exchanging data with other health care entities in formal health information exchange (HIE) environments	42.9% 3	14.3% 1	14.3% 1	14.3% 1	14.3% 1	0.0% 0	7
The organization can support the Patient Centered Medical Health Home model and the Accountable Care Organization (ACO) model by making its interoperable systems available for the secure exchange of information	14.3% 1	0.0% 0	14.3% 1	28.6% 2	28.6% 2	14.3% 1	7

## The organization has a Disaster Recovery Plan for its systems and data

Unsure 4.3%

To a small extent 13.0%

To a very great extent 26.1%

To a moderate extent 30.4%

To a great extent 26.1%
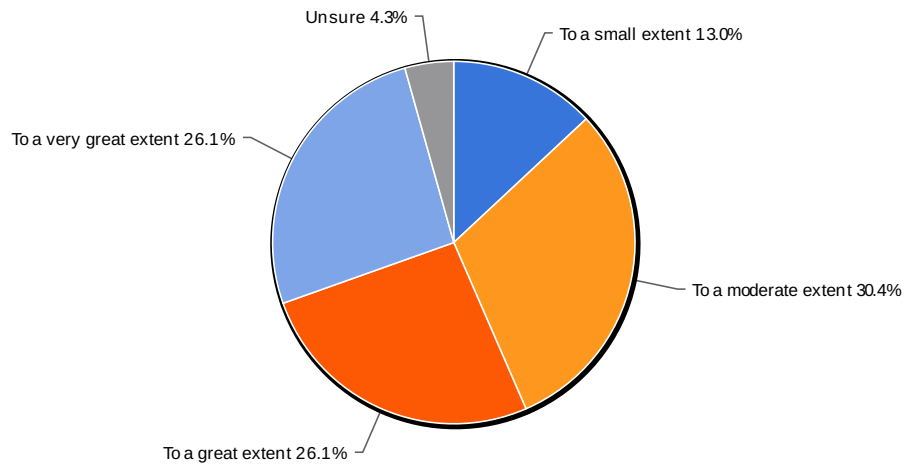
40. The organization has a Disaster Recovery Plan for its systems and data

Value	Count	Percent %
To a small extent	3	13%
To a moderate extent	7	30.4%
To a great extent	6	26.1%
To a very great extent	6	26.1%
Unsure	1	4.3%
Not at all	0	0%

Statistics	
Total Responses	23
Sum	58.0
Average	2.5
StdDev	1.25
Max	4.0

The organization has clear standards for consistency in documentation and timeliness of completion for clinical records

Unsure 13.0%

To a small extent 17.4%

To a very great extent 30.4%

To a moderate extent 17.4%

To a great extent 21.7%
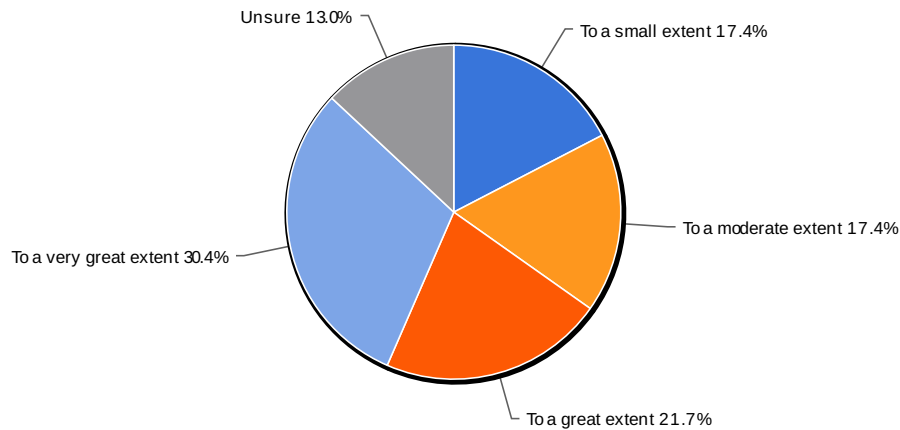
41. The organization has clear standards for consistency in documentation and timeliness of completion for clinical records

Value	Count	Percent %
To a small extent	4	17.4%
To a moderate extent	4	17.4%
To a great extent	5	21.7%
To a very great extent	7	30.4%
Unsure	3	13%
Not at all	0	0%

Statistics	
Total Responses	23
Sum	52.0
Average	2.3
StdDev	1.65
Max	4.0

Because we are attempting to determine Technical Assistance needs across the field, is this an area in which your organization would need TA?

Maybe 17.4%

No 21.7%

Yes 60.9%
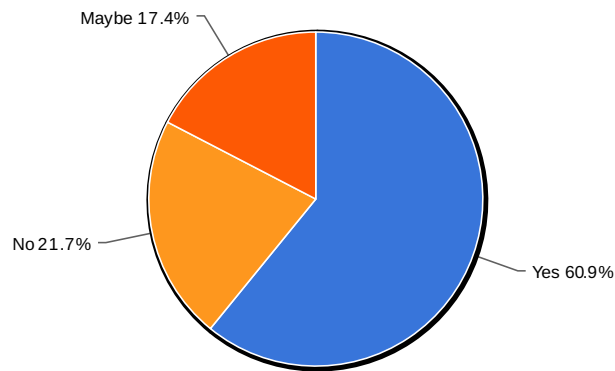
43. Because we are attempting to determine Technical Assistance needs across the field, is this an area in which your organization would need TA?
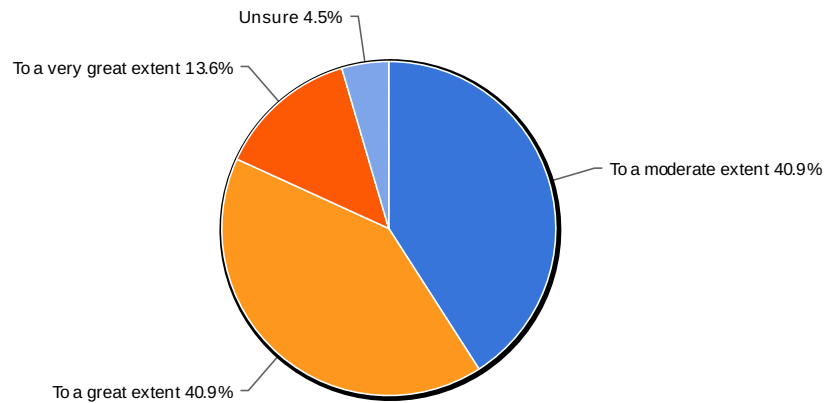
Value	Count	Percent %
Yes	14	60.9%
No	5	21.7%
Maybe	4	17.4%

Statistics	
Total Responses	23

44. Staff Competencies and Organization Protocols:

	Not at all	To a small extent	To a moderate extent	To a great extent	To a very great extent	Unsure	Responses
Staff has been trained in managed care	9.1% 2	45.5% 10	27.3% 6	9.1% 2	4.5% 1	4.5% 1	**22**
Staff has necessary licensure, experience, and credentials to meet commercial payer requirements	4.5% 1	9.1% 2	36.4% 8	22.7% 5	18.2% 4	9.1% 2	**22**
Staff are trained in the organization's clinical or other services operating principles and protocols	4.5% 1	9.1% 2	31.8% 7	27.3% 6	22.7% 5	4.5% 1	**22**
Staff are culturally informed and gender-specific to meet the diverse needs of the service area/community	0.0% 0	4.5% 1	18.2% 4	50.0% 11	22.7% 5	4.5% 1	**22**
The organization has credentialing and/or privileging procedures and appropriately documents all such activity	9.1% 2	4.5% 1	13.6% 3	27.3% 6	27.3% 6	18.2% 4	**22**
The organization has a staffing plan	0.0% 0	9.1% 2	27.3% 6	18.2% 4	40.9% 9	4.5% 1	**22**
The organization conducts regular staffing and treatment team meetings	0.0% 0	0.0% 0	18.2% 4	36.4% 8	40.9% 9	4.5% 1	**22**
The organization has implemented Clinical Supervision and conducts periodic peer review	4.5% 1	0.0% 0	22.7% 5	40.9% 9	27.3% 6	4.5% 1	**22**

Staff have the expertise to treat diverse populations (dual diagnosis, elderly, etc)

- Unsure 4.5%
- To a very great extent 13.6%
- To a moderate extent 40.9%
- To a great extent 40.9%

45. Staff have the expertise to treat diverse populations (dual diagnosis, elderly, etc)

Value	Count	Percent %
To a moderate extent	9	40.9%
To a great extent	9	40.9%
To a very great extent	3	13.6%
Unsure	1	4.5%
Not at all	0	0%
To a small extent	0	0%

Statistics	
Total Responses	22
Sum	56.0
Average	2.5
StdDev	1.03
Max	4.0

What populations do your staff currently have the expertise to treat?

- Dual diagnosis with mental illness: 76.2%
- The elderly: 57.1%
- Women: 100%
- Children: 52.4%
- HIV+ Individuals: 76.2%
- Pregnant and post-partum women: 61.9%
- Juveniles: 76.2%
- Individuals from the criminal justice system: 95.2%
- Trauma including those with Military Experience: 28.6%
- Other (please specify): 4.8%

46. What populations do your staff currently have the expertise to treat?

Value	Count	Percent %
Dual diagnosis with mental illness	16	76.2%
The elderly	12	57.1%
Women	21	100%
Children	11	52.4%
HIV+ Individuals	16	76.2%
Pregnant and post-partum women	13	61.9%
Juveniles	16	76.2%
Individuals from the criminal justice system	20	95.2%

Statistics	
Total Responses	21

Trauma including those with Military Experience	6	28.6%
Other (please specify)	1	4.8%

Open-Text Response Breakdown for "Other (please specify)"	Count
bi-lingual- spanish	1

Training is provided to appropriate employees in safety awareness, HIPAA, CPI/CPR, first aid, restraint and seclusion, and blood born pathogens
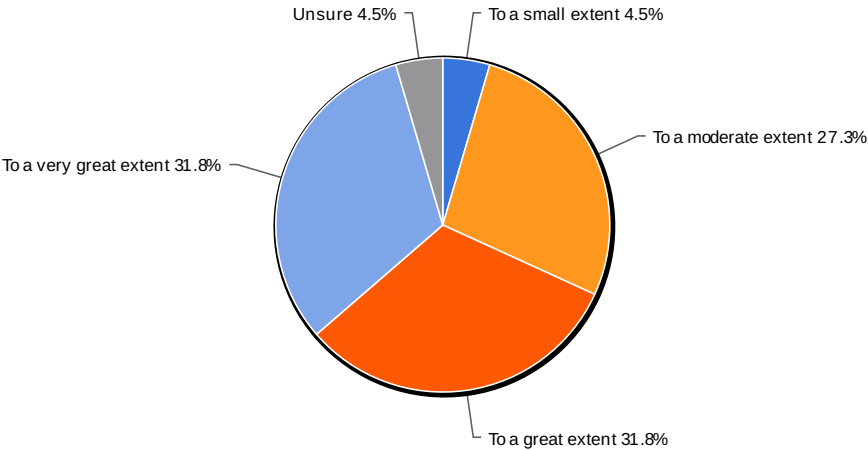

47. Training is provided to appropriate employees in safety awareness, HIPAA, CPI/CPR, first aid, restraint and seclusion, and blood born pathogens

Value	Count	Percent %
To a small extent	1	4.5%
To a moderate extent	6	27.3%
To a great extent	7	31.8%
To a very great extent	7	31.8%
Unsure	1	4.5%
Not at all	0	0%

Statistics	
Total Responses	22
Sum	61.0
Average	2.8
StdDev	1.20
Max	4.0

Training includes financial waste, and billing fraud and abuse.
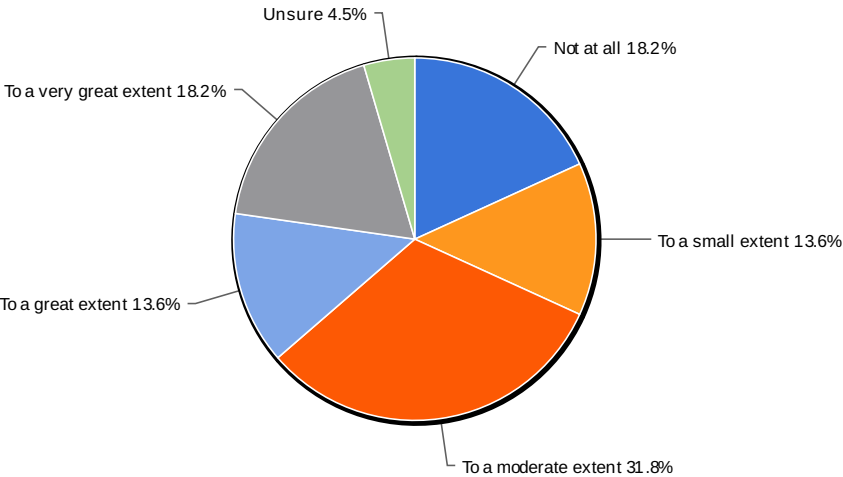
48. Training includes financial waste, and billing fraud and abuse.

Value	Count	Percent %	Statistics

Not at all	4	18.2%
To a small extent	3	13.6%
To a moderate extent	7	31.8%
To a great extent	3	13.6%
To a very great extent	4	18.2%
Unsure	1	4.5%

Total Responses	22
Sum	41.0
Average	1.9
StdDev	1.46
Max	4.0

The organization uses standardized screening tools.

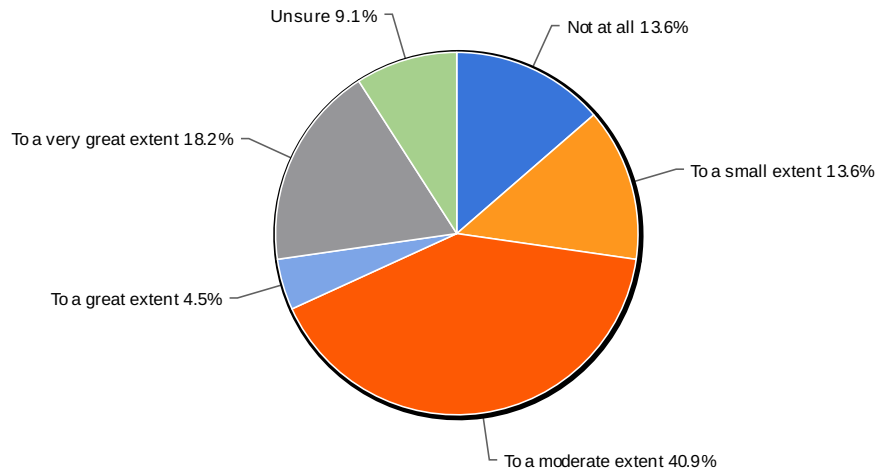- Unsure 9.1%
- Not at all 4.5%
- To a small extent 18.2%
- To a moderate extent 13.6%
- To a great extent 36.4%
- To a very great extent 18.2%
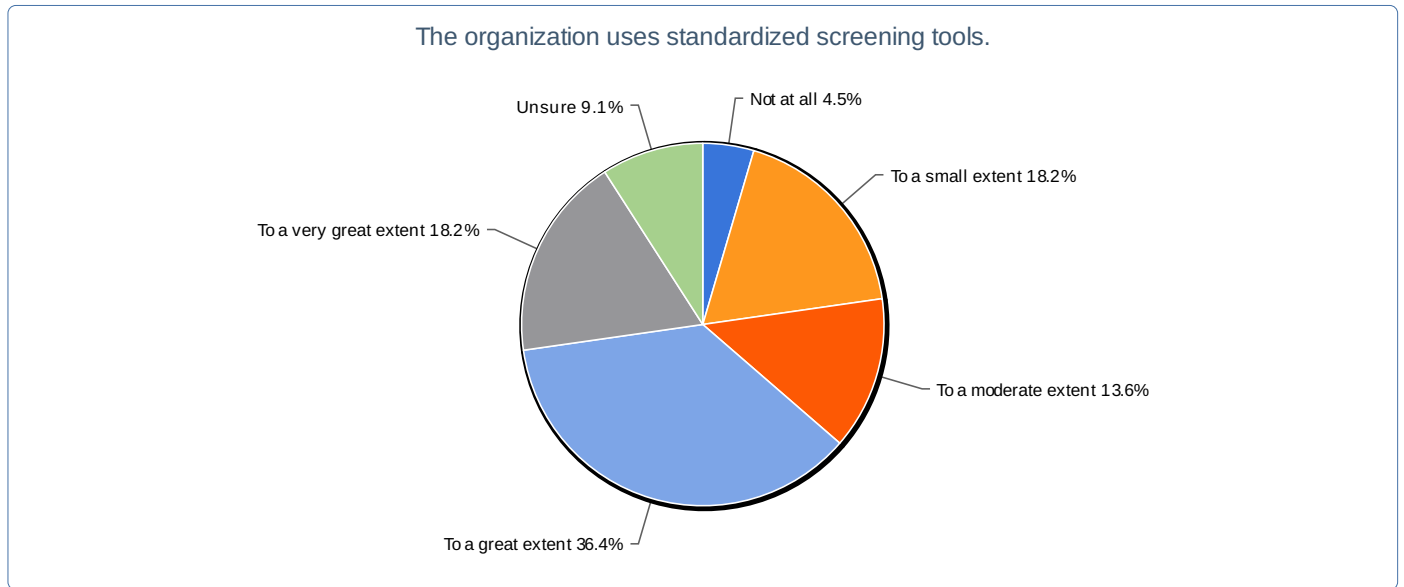
49. The organization uses standardized screening tools.

Value	Count	Percent %
Not at all	1	4.5%
To a small extent	4	18.2%
To a moderate extent	3	13.6%
To a great extent	8	36.4%
To a very great extent	4	18.2%
Unsure	2	9.1%

Statistics	
Total Responses	22
Sum	48.0
Average	2.2
StdDev	1.50
Max	4.0

50. What standardized screening tools are in use?

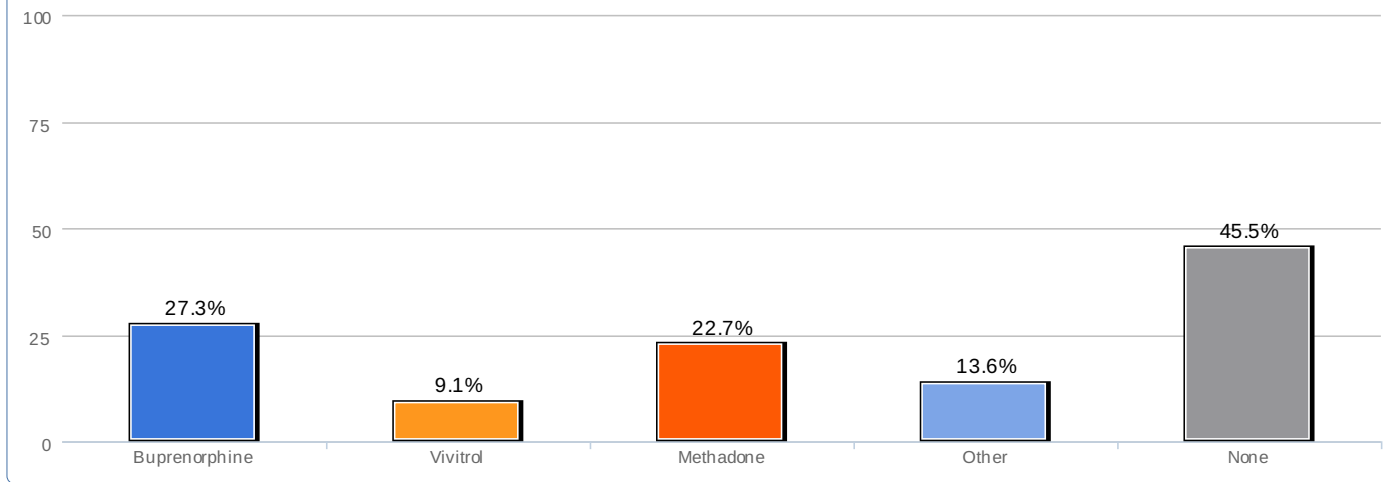| Count	Response
3	ASAM
1	ASUDS GAIN GPRA
1	DRI-II
1	GAIN-I GAIN-Quick GAIN-SS CAGE PHQ-9
1	Mini Mental Status Exam
1	None
1	PHQ9, GAD7,PHQSADS,ASSIST
1	Mortimer Filkens; ASAM; Beharioral Assessment Scale, Substance Use Inventory; Michigan Alochol Screening Test

The organization used standardized treatment planning tools.

Unsure 9.1%

Not at all 13.6%

To a very great extent 18.2%

To a small extent 13.6%

To a great extent 4.5%

To a moderate extent 40.9%

51. The organization used standardized treatment planning tools.

Value	Count	Percent %
Not at all	3	13.6%
To a small extent	3	13.6%
To a moderate extent	9	40.9%
To a great extent	1	4.5%
To a very great extent	4	18.2%
Unsure	2	9.1%

Statistics	
Total Responses	22
Sum	38.0
Average	1.7
StdDev	1.48
Max	4.0

52. What treatment planning tools are in use?

Count	Response
1	ACRA CRA
2	ASAM
1	Casrecord, Staffing
1	Developed in house to meet licensure and accreditation requirements
1	Drop down box from decision tree with suggested objectives and methods.
1	Treatment planning manuals

As part of your current Treatment options do you offer any of the following Medication Assisted Treatments (MAT)?

Bar chart:
- Buprenorphine: 27.3%
- Vivitrol: 9.1%
- Methadone: 22.7%
- Other: 13.6%
- None: 45.5%

53. As part of your current Treatment options do you offer any of the following Medication Assisted Treatments (MAT)?

Value	Count	Percent %
Buprenorphine	6	27.3%
Vivitrol	2	9.1%
Methadone	5	22.7%
Other	3	13.6%
None	10	45.5%

Statistics	
Total Responses	22

Open-Text Response Breakdown for "Other"	Count
In collaboration with our FQHC, Burenorphine is used	1
Methadone for pregnant and post partum women only	1
not routinely but can acomodate all of the above	1

54. Please describe what clients you offer MAT and how you determine who is eligible?

Count	Response
1	?
1	Any individual that presents with Opiate or Alcohol Dep
1	Detoxification clients on opiates
1	Don't know.
1	FQHC physicians evaluate and prescribe, and we provide the clinical treatment services
1	Fed regs
1	Opiod addicts who can afford to pay for their medications
1	We utilize the federal regulations to determine eligibility.
1	opiate users
1	We offer detoxification and methadone maintenance. Using criteria established in ASAM for placement.

What is currently prohibiting you from offering MAT?
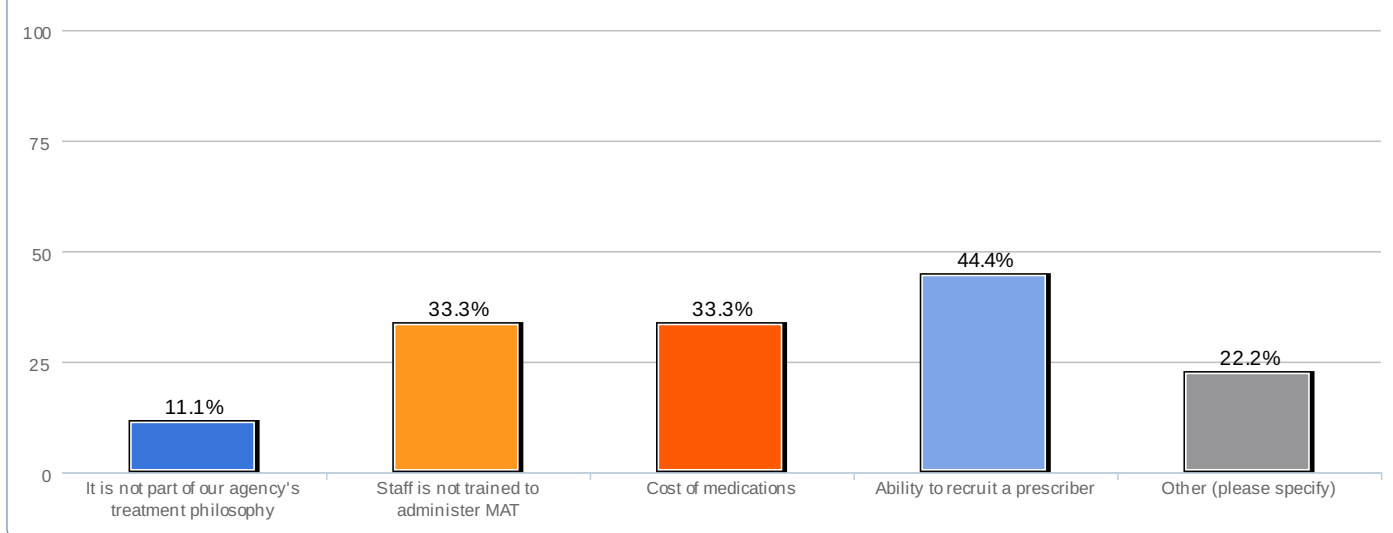
55. What is currently prohibiting you from offering MAT?

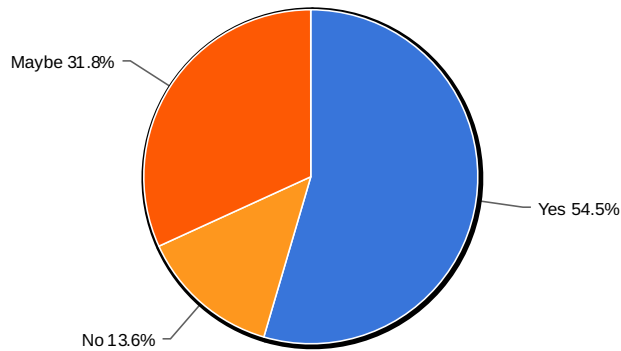| Value	Count	Percent %
It is not part of our agency's treatment philosophy	1	11.1%
Staff is not trained to administer MAT	3	33.3%
Cost of medications	3	33.3%
Ability to recruit a prescriber	4	44.4%
Other (please specify)	2	22.2%

Statistics	
Total Responses	9

Open-Text Response Breakdown for "Other (please specify)"	Count
Coalition is a prevention only agency with capability to refer to treatment organizations.	1
Not licensed to provide MAT	1

56. Clinical Matrix

	Not at all	To a small extent	To a moderate extent	To a great extent	To a very great extent	Unsure	Responses
The organization uses practice guidelines	9.1% 2	18.2% 4	27.3% 6	31.8% 7	9.1% 2	4.5% 1	22
The organization has a clinical quality management plan	4.5% 1	0.0% 0	31.8% 7	40.9% 9	18.2% 4	4.5% 1	22
Mechanisms are in place throughout the organization to monitor patient rights and informed patient choice	0.0% 0	13.6% 3	13.6% 3	50.0% 11	18.2% 4	4.5% 1	22
Referrals and transitions in care are carefully monitored by clinicians and tracked	0.0% 0	22.7% 5	22.7% 5	31.8% 7	18.2% 4	4.5% 1	22
The organization has strategies in place to ensure that professional staff/clinicians are regularly working at the level of their licensure and credentials	0.0% 0	13.6% 3	22.7% 5	31.8% 7	27.3% 6	4.5% 1	22
Email, tele-health, and e-visits are offered as alternatives to face-to-face encounters with patients	59.1% 13	31.8% 7	0.0% 0	0.0% 0	4.5% 1	4.5% 1	22
Registries are used for patients with chronic conditions	45.5% 10	13.6% 3	4.5% 1	0.0% 0	4.5% 1	31.8% 7	22
The organization has chronic care management processes in place to manage high-risk patiients	27.3% 6	22.7% 5	13.6% 3	4.5% 1	9.1% 2	22.7% 5	22
The organization employs experienced care managers	14.3% 3	19.0% 4	28.6% 6	9.5% 2	14.3% 3	14.3% 3	21
The organization employs experienced utilization review staff	22.7% 5	9.1% 2	27.3% 6	22.7% 5	13.6% 3	4.5% 1	22
The organization employs staff experienced with managed care and commercial payer billing and claims processing	18.2% 4	27.3% 6	18.2% 4	4.5% 1	22.7% 5	9.1% 2	22

Because we are attempting to determine Technical Assistance needs across the field, is this an area in which your organization would need TA?
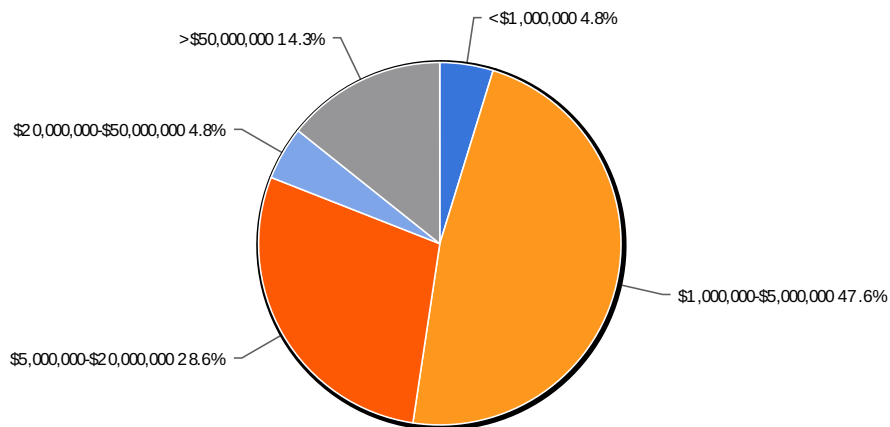
Maybe 31.8%

Yes 54.5%

No 13.6%

58. Because we are attempting to determine Technical Assistance needs across the field, is this an area in which your organization would need TA?

Value	Count	Percent %
Yes	12	54.5%
No	3	13.6%
Maybe	7	31.8%

Statistics	
Total Responses	22

What is your annual operating budget?

<$1,000,000 4.8%

>$50,000,000 14.3%

$20,000,000-$50,000,000 4.8%

$1,000,000-$5,000,000 47.6%

$5,000,000-$20,000,000 28.6%

59. What is your annual operating budget?

Value	Count	Percent %
<$1,000,000	1	4.8%
$1,000,000-$5,000,000	10	47.6%
$5,000,000-$20,000,000	6	28.6%
$20,000,000-$50,000,000	1	4.8%
>$50,000,000	3	14.3%

Statistics	
Total Responses	21
Sum	43.0
Average	2.4
StdDev	0.68
Max	4.0

The organization is able to determine its true/actual costs to deliver a unit of service and/or an episode of care

- Unsure 4.8%
- Not at all 4.8%
- To a very great extent 14.3%
- To a small extent 19.0%
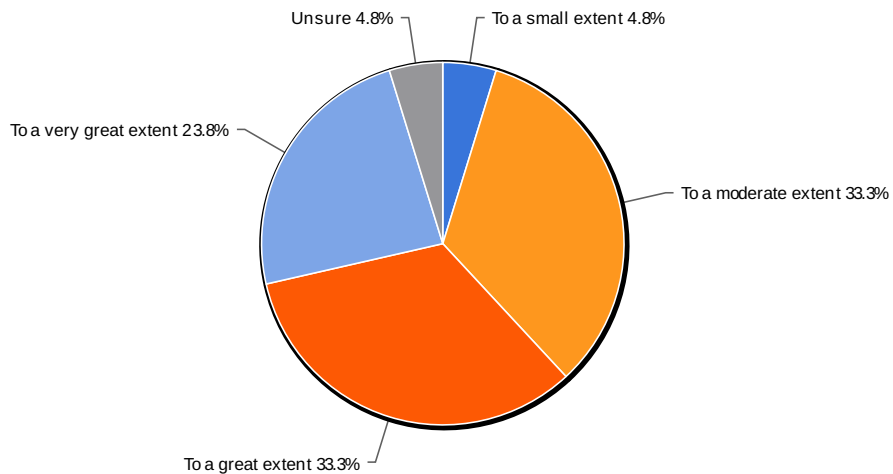- To a great extent 28.6%
- To a moderate extent 28.6%
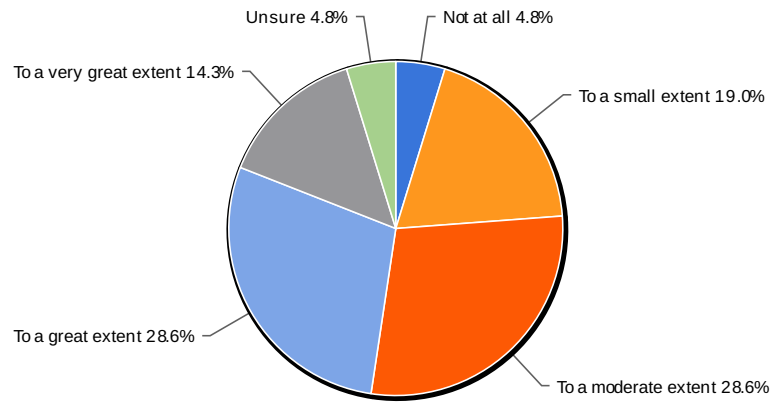
60. The organization is able to determine its true/actual costs to deliver a unit of service and/or an episode of care

Value	Count	Percent %
Not at all	1	4.8%
To a small extent	4	19%
To a moderate extent	6	28.6%
To a great extent	6	28.6%
To a very great extent	3	14.3%
Unsure	1	4.8%

Statistics	
Total Responses	21
Sum	45.0
Average	2.1
StdDev	1.28
Max	4.0

The organization has mechanisms in place to track costs

- Unsure 4.8%
- To a small extent 4.8%
- To a very great extent 23.8%
- To a moderate extent 33.3%
- To a great extent 33.3%

61. The organization has mechanisms in place to track costs

Value	Count	Percent %
To a small extent	1	4.8%
To a moderate extent	7	33.3%
To a great extent	7	33.3%
To a very great extent	5	23.8%
Unsure	1	4.8%
Not at all	0	0%

Statistics	
Total Responses	21
Sum	55.0
Average	2.6
StdDev	1.17
Max	4.0

Real-time financial management is achieved through a link between services/billing and payment/accounts receivable

Unsure 9.5%

To a very great extent 9.5%

Not at all 19.0%

To a small extent 19.0%

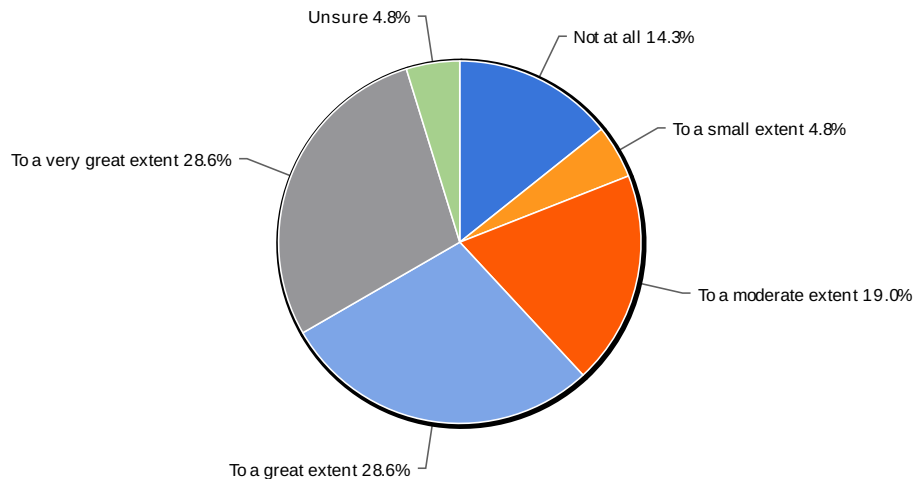To a great extent 28.6%

To a moderate extent 14.3%
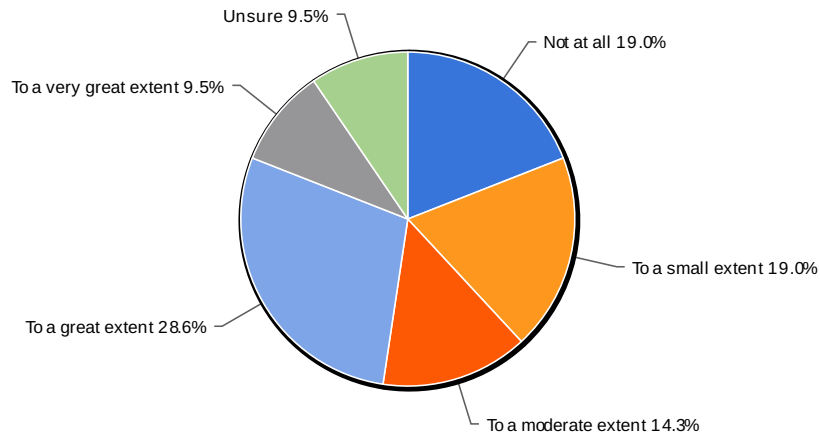
62. Real-time financial management is achieved through a link between services/billing and payment/accounts receivable

Value	Count	Percent %
Not at all	4	19%
To a small extent	4	19%
To a moderate extent	3	14.3%
To a great extent	6	28.6%
To a very great extent	2	9.5%
Unsure	2	9.5%

Statistics	
Total Responses	21
Sum	34.0
Average	1.6
StdDev	1.53
Max	4.0

The organization has liquid reserves of at least 3 months

Unsure 4.8%

To a very great extent 28.6%

Not at all 14.3%

To a small extent 4.8%

To a moderate extent 19.0%

To a great extent 28.6%

63. The organization has liquid reserves of at least 3 months

Value	Count	Percent %
Not at all	3	14.3%
To a small extent	1	4.8%
To a moderate extent	4	19%
To a great extent	6	28.6%
To a very great extent	6	28.6%
Unsure	1	4.8%

Statistics	
Total Responses	21
Sum	50.0
Average	2.4
StdDev	1.53
Max	4.0

The organization has experience in contract/network development negotiation with commercial managed care organizations (MCOs) and health plans.

Unsure 9.5%

Not at all 14.3%

To a very great extent 14.3%

To a small extent 33.3%

To a great extent 9.5%

To a moderate extent 19.0%
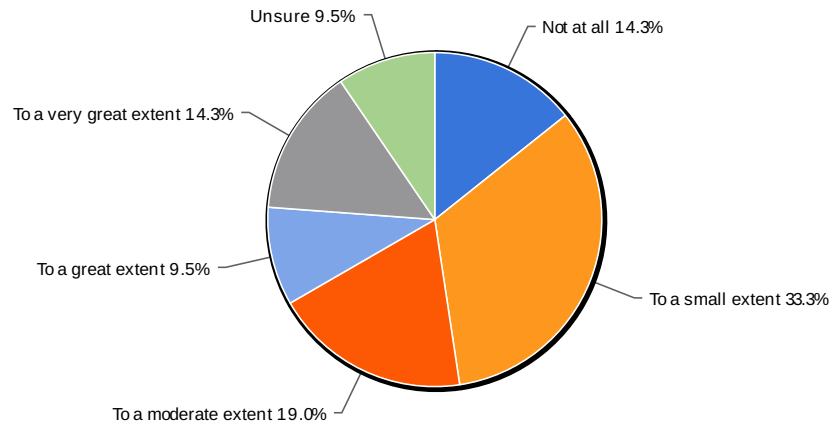
64. The organization has experience in contract/network development negotiation with commercial managed care organizations (MCOs) and health plans.

Value	Count	Percent %
Not at all	3	14.3%
To a small extent	7	33.3%
To a moderate extent	4	19%
To a great extent	2	9.5%
To a very great extent	3	14.3%
Unsure	2	9.5%

Statistics	
Total Responses	21
Sum	31.0
Average	1.5
StdDev	1.47
Max	4.0

65. How many commercial MCO and health plan contracts are in place?

Count	Response
1	12
1	6

66. Approximately what percentage of your business falls under commercial contracts e.g. non-public payers?

Count	Response
2	20%

Under existing contracts, to what degree does your organization experience difficulty in being adequately reimbursed for services rendered?
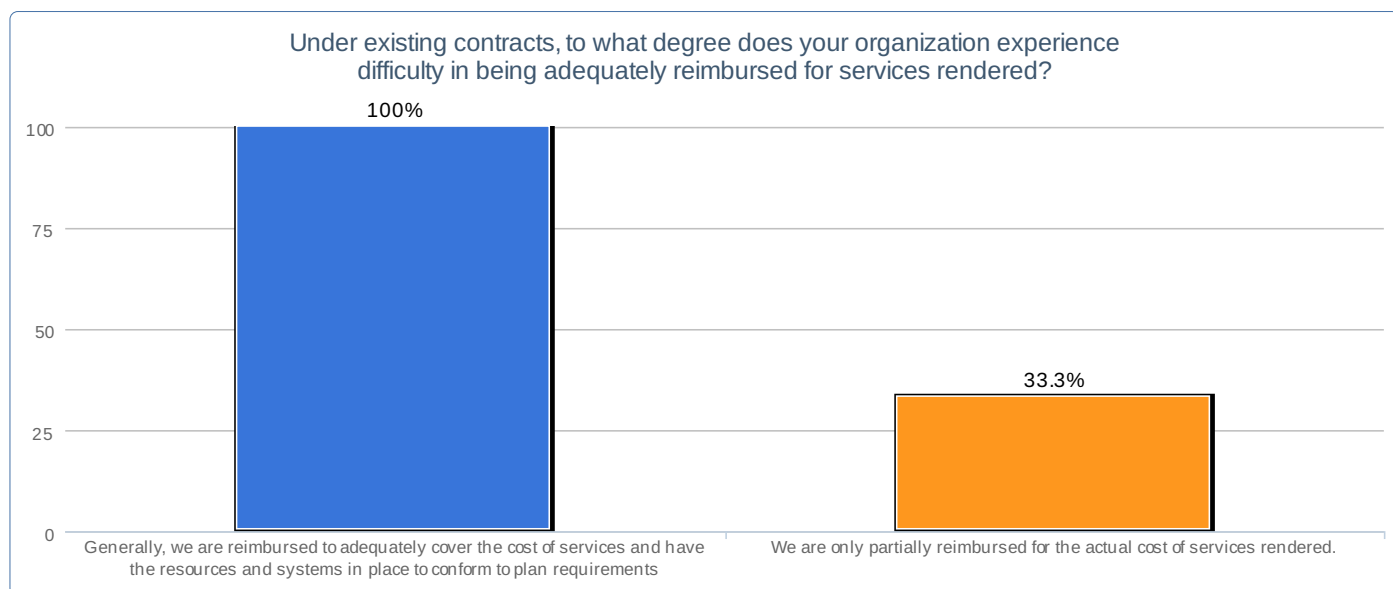
67. Under existing contracts, to what degree does your organization experience difficulty in being adequately reimbursed for services rendered?

Value	Count	Percent %
Generally, we are reimbursed to adequately cover the cost of services and have the resources and systems in place to conform to plan requirements	3	100%
We are only partially reimbursed for the actual cost of services rendered.	1	33.3%
We are unsure of our unit costs and have difficulty discerning our financial performance across this particular line of business	0	0%
We do not have the resources to reliably track this information	0	0%

Statistics	
Total Responses	3

68. Finance Matrix

|	Not at all	To a small extent	To a moderate extent	To a great extent	To a very great extent	Unsure	Responses
The finance department can provide standard and ad hoc reports in a timely manner	0.0% 0	9.5% 2	19.0% 4	52.4% 11	14.3% 3	4.8% 1	21
The finance department can provide prospective financial analysis of revenues and expenses in a timely manner	0.0% 0	4.8% 1	33.3% 7	42.9% 9	14.3% 3	4.8% 1	21
The organization has acceptable internal controls and access to sound accounting, financial management, and reimbursement systems as demonstrated through external audit reports	0.0% 0	0.0% 0	14.3% 3	23.8% 5	57.1% 12	4.8% 1	21
The organization has an ongoing program designed to detect and deter abusive or fraudulent financial transactions	4.8% 1	0.0% 0	23.8% 5	28.6% 6	33.3% 7	9.5% 2	21
The organization can support multiple billing and reimbursement methods	0.0% 0	14.3% 3	23.8% 5	38.1% 8	19.0% 4	4.8% 1	21
The organization can bill electronically in a HIPAA electronic data interchange (EDI) compliant fashion by sending the 837 standard transaction and receiving the 835 standard transaction	19.0% 4	9.5% 2	9.5% 2	9.5% 2	14.3% 3	38.1% 8	21
The organization uses a Super Bill approach to capture services	28.6% 6	14.3% 3	0.0% 0	4.8% 1	9.5% 2	42.9% 9	21

The organization is familiar and adept with the following billing formats:
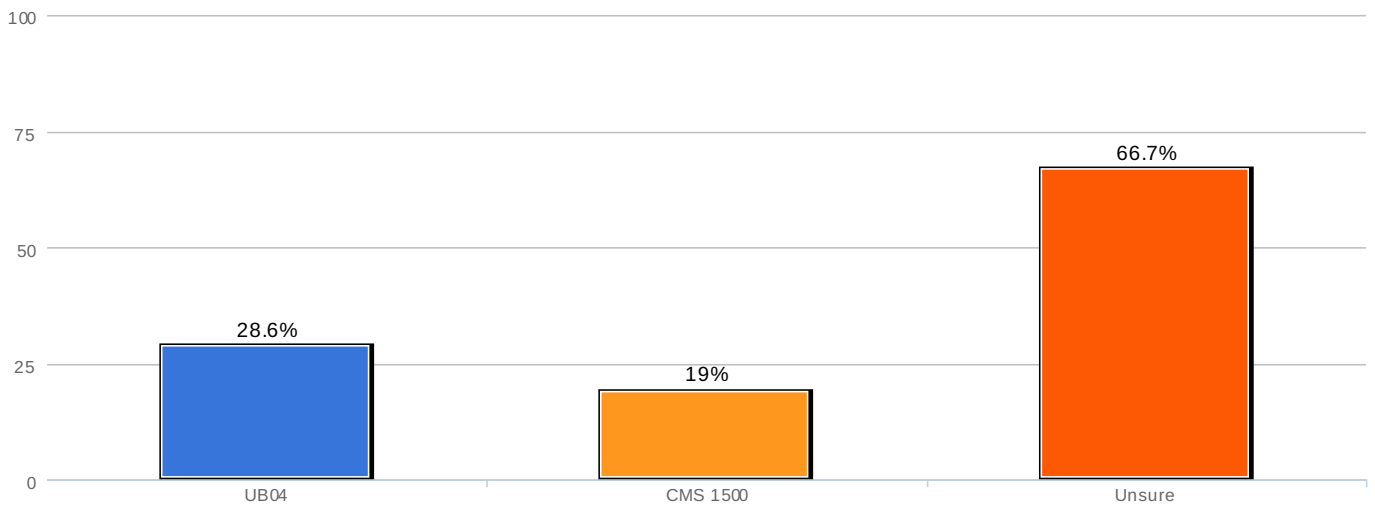
69. The organization is familiar and adept with the following billing formats:

Value	Count	Percent %
UB04	6	28.6%
CMS 1500	4	19%
Unsure	14	66.7%

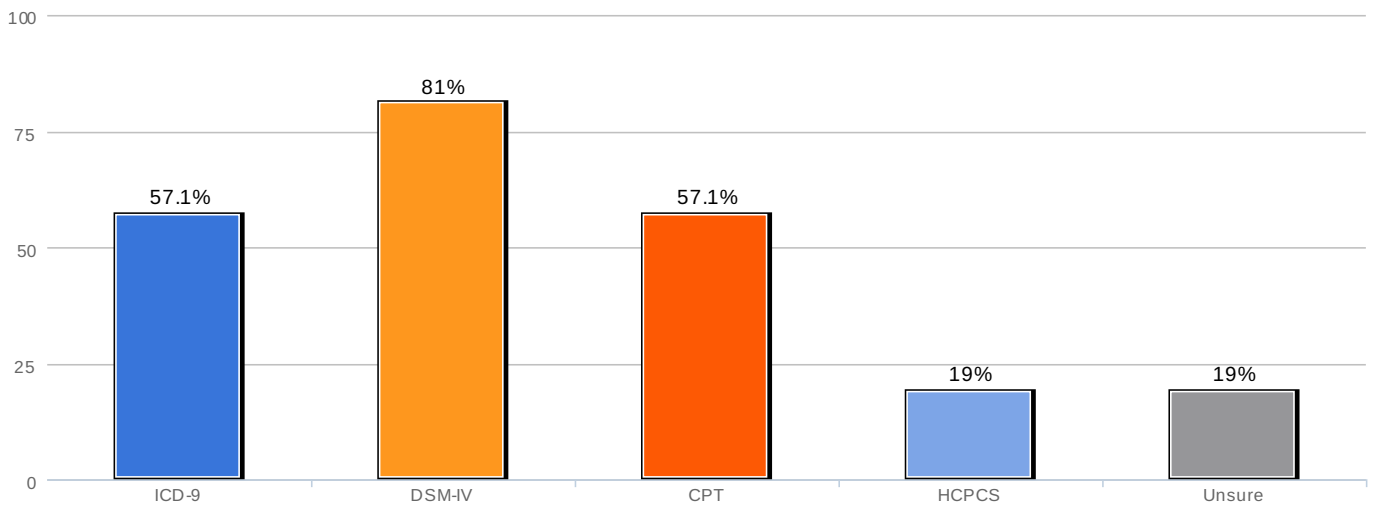| Statistics	
Total Responses	21

The organization is familiar and adept with the following reimbursement methods:
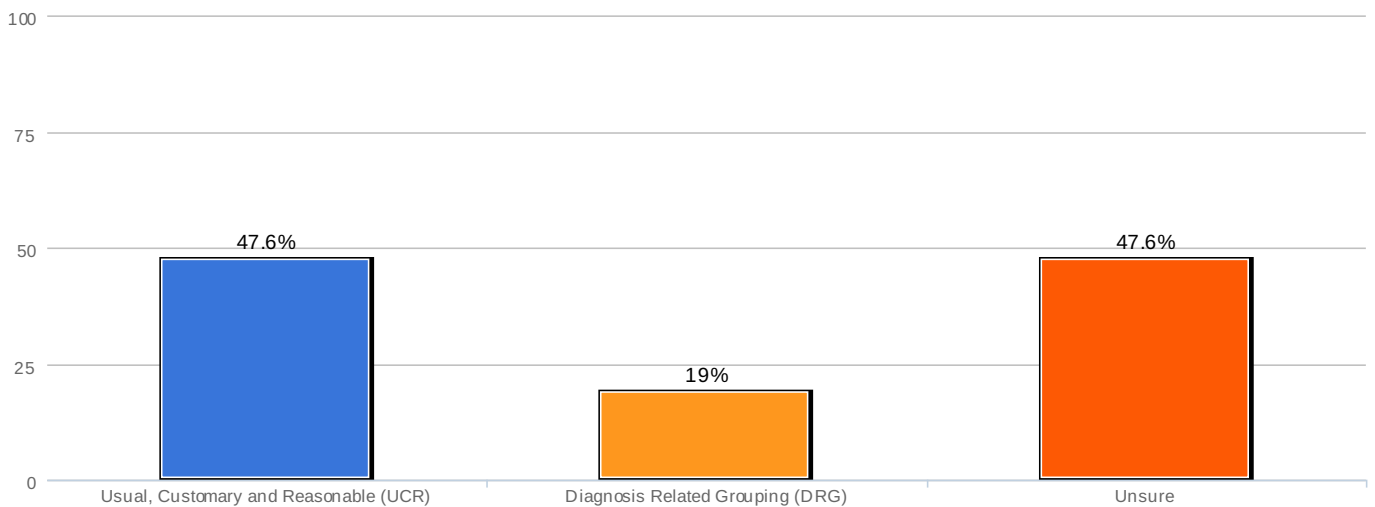
70. The organization is familiar and adept with the following reimbursement methods:

Value	Count	Percent %
Usual, Customary and Reasonable (UCR)	10	47.6%
Diagnosis Related Grouping (DRG)	4	19%
Unsure	10	47.6%
Resource-Based Relative Value Scale (RBRVS) or Relative Value Scale (RVS)	0	0%

Statistics	
Total Responses	21

The organization is familiar and adept with the following coding:

71. The organization is familiar and adept with the following coding:

Value	Count	Percent %
ICD-9	12	57.1%
DSM-IV	17	81%
CPT	12	57.1%
HCPCS	4	19%
Unsure	4	19%

Statistics	
Total Responses	21

The organization regularly reviews its denied claims, evaluates reasons for denials, corrects errors, and re-submits claims for re-processing
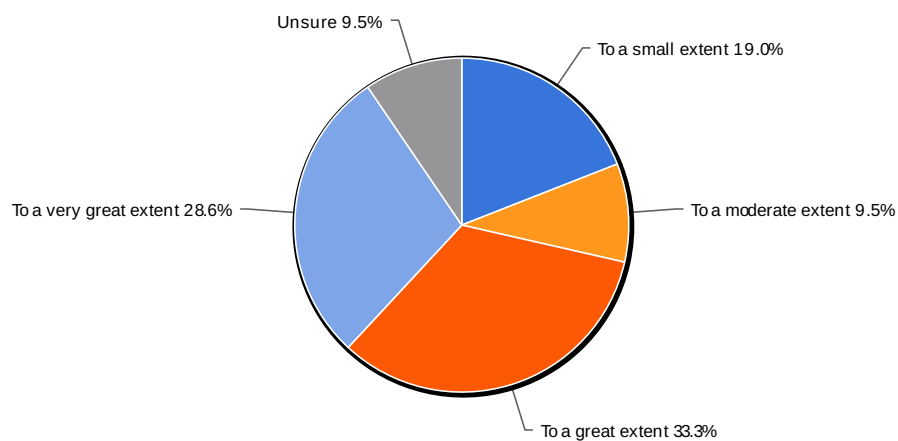
72. The organization regularly reviews its denied claims, evaluates reasons for denials, corrects errors, and re-submits claims for re-processing
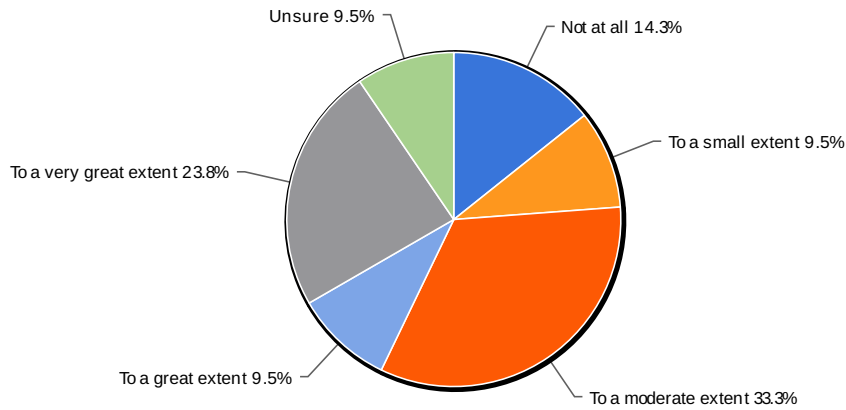
Value	Count	Percent %
To a small extent	4	19%
To a moderate extent	2	9.5%
To a great extent	7	33.3%
To a very great extent	6	28.6%
Unsure	2	9.5%
Not at all	0	0%

Statistics	
Total Responses	21
Sum	51.0
Average	2.4
StdDev	1.53
Max	4.0

The organization has a Compliance Plan in place to assure that it is compliant with all laws concerning billing

Unsure 9.5%
Not at all 14.3%
To a small extent 9.5%
To a very great extent 23.8%
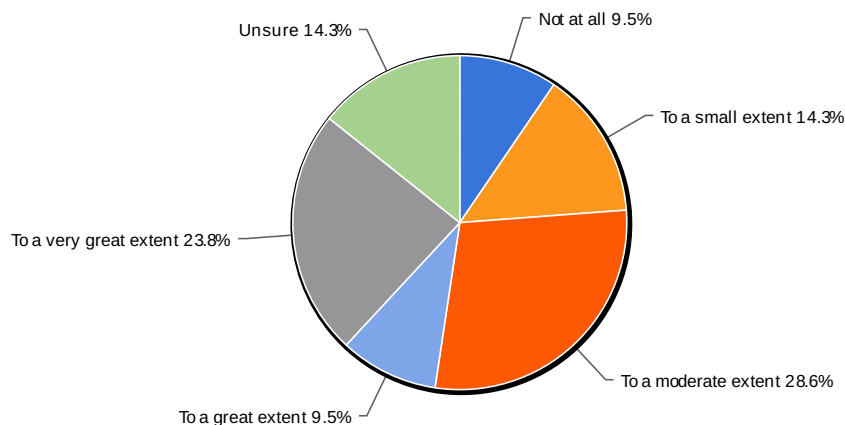To a great extent 9.5%
To a moderate extent 33.3%

73. The organization has a Compliance Plan in place to assure that it is compliant with all laws concerning billing

Value	Count	Percent %
Not at all	3	14.3%
To a small extent	2	9.5%
To a moderate extent	7	33.3%
To a great extent	2	9.5%
To a very great extent	5	23.8%
Unsure	2	9.5%

Statistics	
Total Responses	21
Sum	40.0
Average	1.9
StdDev	1.60
Max	4.0

The organization has a process or strategy in effect to address and resolve accuracy and thoroughness of documentation and coding

Unsure 14.3%
Not at all 9.5%
To a small extent 14.3%
To a very great extent 23.8%
To a moderate extent 28.6%
To a great extent 9.5%

74. The organization has a process or strategy in effect to address and resolve accuracy and thoroughness of documentation and coding

Value	Count	Percent %
Not at all	2	9.5%
To a small extent	3	14.3%
To a moderate extent	6	28.6%
To a great extent	2	9.5%
To a very great extent	5	23.8%
Unsure	3	14.3%

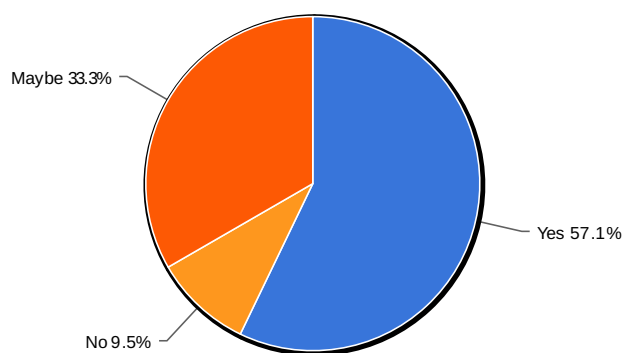| Statistics	
Total Responses	21
Sum	38.0
Average	1.8
StdDev	1.68
Max	4.0

Overall, our organization considers itself ready and capable to continue transitioning into a the new business environment, serving health plans and Medicaid enrollees.

Unsure 9.5%
Not at all 9.5%
To a very great extent 14.3%
To a small extent 19.0%
To a great extent 9.5%
To a moderate extent 38.1%
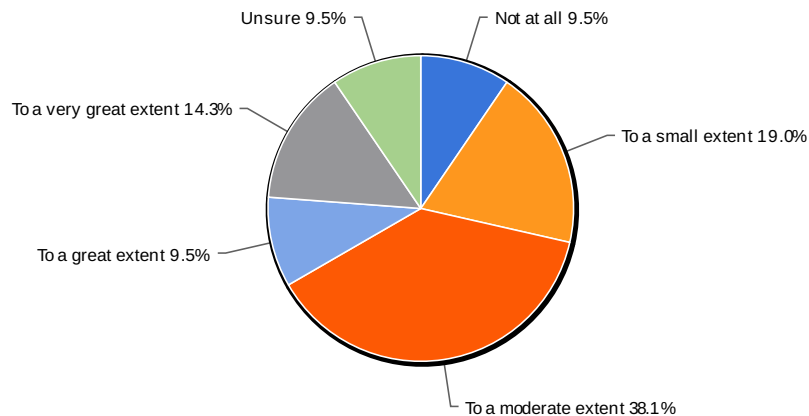
75. Overall, our organization considers itself ready and capable to continue transitioning into a the new business environment, serving health plans and Medicaid enrollees.

Value	Count	Percent %
Not at all	2	9.5%
To a small extent	4	19%
To a moderate extent	8	38.1%
To a great extent	2	9.5%
To a very great extent	3	14.3%
Unsure	2	9.5%

Statistics	
Total Responses	21
Sum	36.0
Average	1.7
StdDev	1.42
Max	4.0

Because we are attempting to determine Technical Assistance needs across the field, is this an area in which your organization would need TA?
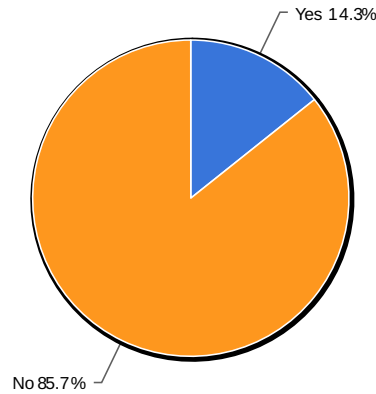
Maybe 33.3%
Yes 57.1%
No 9.5%

76. Because we are attempting to determine Technical Assistance needs across the field, is this an area in which your organization would need TA?

Value	Count	Percent %
Yes	12	57.1%
No	2	9.5%
Maybe	7	33.3%

Statistics	
Total Responses	21

Please indicate whether or not your practice/organization belongs to a provider network business model for the purpose of benefiting from centralized or cooperative administrative, clinical, managed care, financial and/or technology functions:
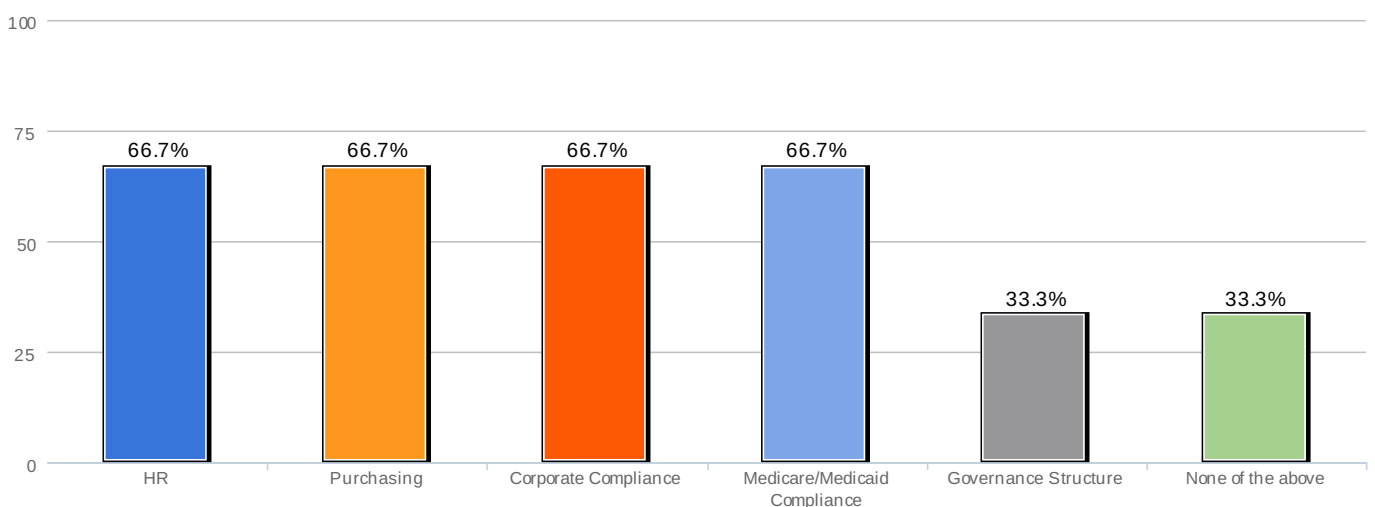
Yes 14.3%

No 85.7%

77. Please indicate whether or not your practice/organization belongs to a provider network business model for the purpose of benefiting from centralized or cooperative administrative, clinical, managed care, financial and/or technology functions:

Value	Count	Percent %
Yes	3	14.3%
No	18	85.7%

Statistics	
Total Responses	21

78. Which network(s) do you belong to:

Count	Response
1	?
1	We work with a management company that provides out administrative services.
1	aso

Which of the following administrative services does your network provide?

66.7%	66.7%	66.7%	66.7%	33.3%	33.3%
HR	Purchasing	Corporate Compliance	Medicare/Medicaid Compliance	Governance Structure	None of the above

80. Which of the following administrative services does your network provide?

Value	Count	Percent %
HR	2	66.7%
Purchasing	2	66.7%

Statistics	
Total Responses	3

Corporate Compliance	2	66.7%
Medicare/Medicaid Compliance	2	66.7%
Governance Structure	1	33.3%
None of the above	1	33.3%
Services / Resource Development	0	0%
Education and Training	0	0%
Communication	0	0%
Marketing	0	0%
Strategic Planning	0	0%
Quality Improvement	0	0%
Other	0	0%

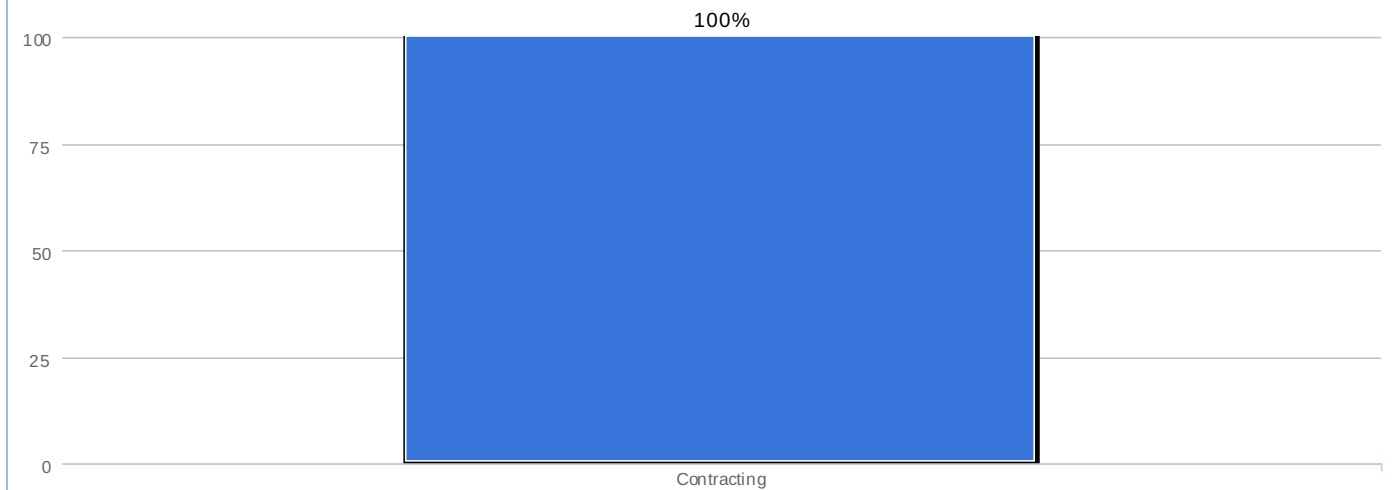### Which clinical services do you purchase or contract for through your network arrangements:
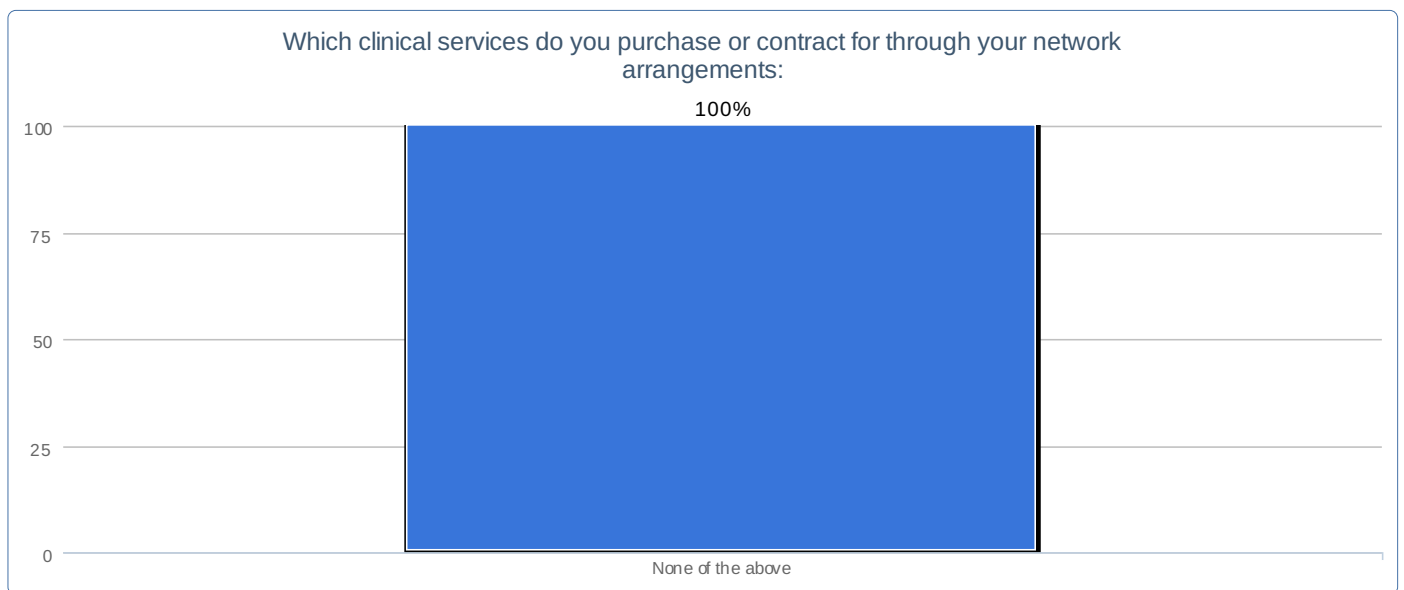
81. Which clinical services do you purchase or contract for through your network arrangements:

Value	Count	Percent %
None of the above	3	100%
Health Education	0	0%
Clinical Guidelines & Disease Mgmt	0	0%
Staffing	0	0%
Ancillary Services	0	0%
CQI/Clinical Systems Improvement	0	0%
Research	0	0%
Other	0	0%

Statistics	
Total Responses	3

which of the following managed care services do you purchase or contract for through your network arrangements:

Contracting — 100%

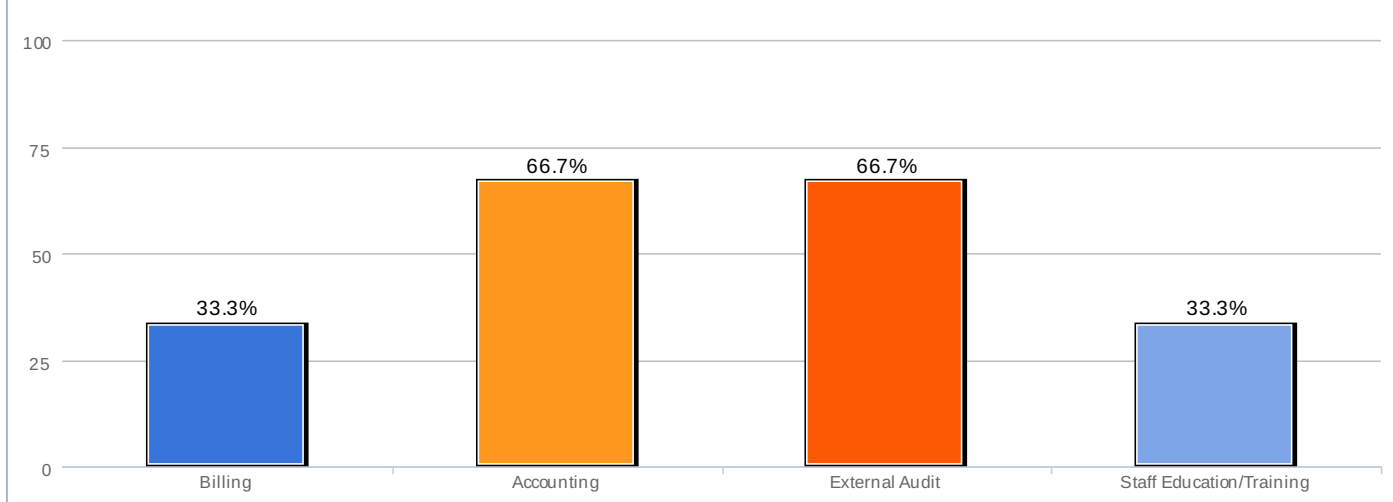## 82. which of the following managed care services do you purchase or contract for through your network arrangements:

Value	Count	Percent %
Contracting	1	100%
Credentialing	0	0%
Member Services	0	0%
UM/UR	0	0%
Other	0	0%

Statistics	
Total Responses	1

Which Financial Services do you purchase or contract for through your network arrangements:

Billing — 33.3%, Accounting — 66.7%, External Audit — 66.7%, Staff Education/Training — 33.3%

83. Which Financial Services do you purchase or contract for through your network arrangements:

Value	Count	Percent %
Billing	1	33.3%
Accounting	2	66.7%
External Audit	2	66.7%
Staff Education/Training	1	33.3%
Grants Management	0	0%
Claims Processing	0	0%
Policies and Procedures	0	0%
Other	0	0%

Statistics	
Total Responses	3

Which of the following Information Technology and Information Systems Services do you purchase or contract for through your network arrangements:
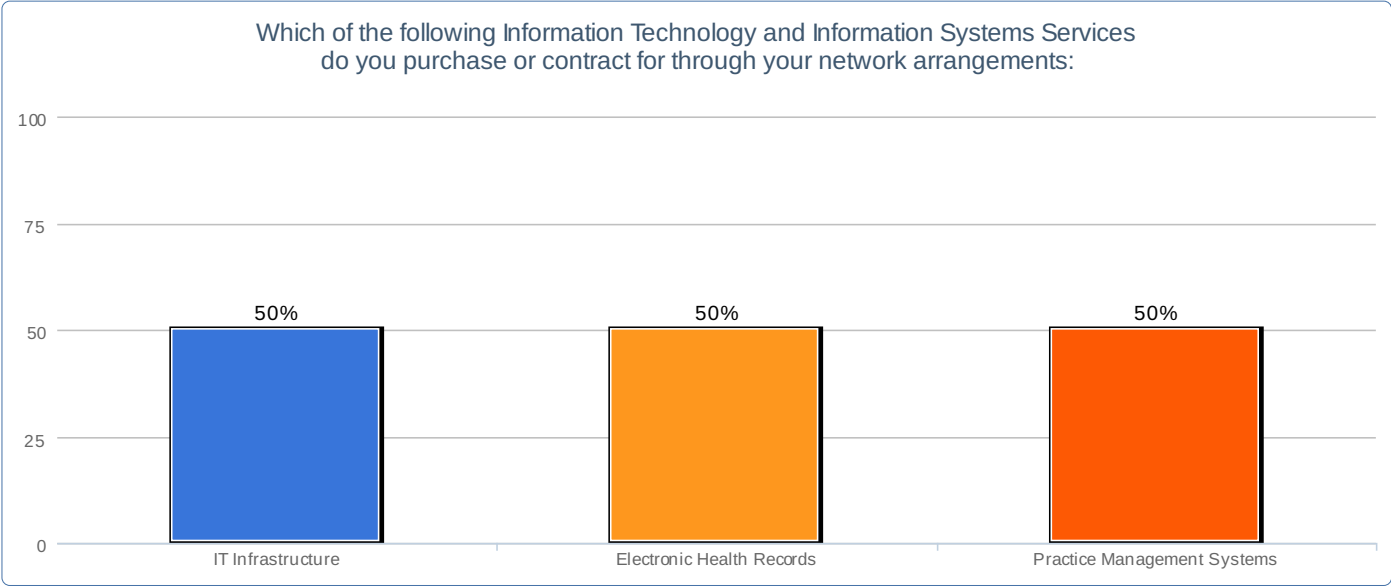
84. Which of the following Information Technology and Information Systems Services do you purchase or contract for through your network arrangements:

Value	Count	Percent %
IT Infrastructure	1	50%
Electronic Health Records	1	50%
Practice Management Systems	1	50%
Management and staffing of IS Department	0	0%
Data Mgmt and Reporting	0	0%
Staff Education/Training	0	0%
Help-Desk and Support	0	0%
Other	0	0%

Statistics	
Total Responses	2